



Operations

USAF DEPLOYMENT MANAGEMENT

NOTICE: This publication is available digitally on the SAF/AAD WWW site at: <http://afpubs.hq.af.mil>. If you lack access, contact your Publishing Distribution Office (PDO).

This pamphlet augments AF MAN 10-401 and AFI 10-403, Deployment Management Program. It provides guidance and procedures on deployment functions for the entire Air Force logistics community .

This publication requires collecting or keeping information protected by the Privacy Act of 1974. Title 10, United States Code, Section 8013 authorizes collecting or keeping the records this publication discusses. System of records notice F900 AF MP A applies.

The ability of a unit to conduct a successful operation during and after deployment and accomplish its primary mission depends on the adequacy of individual staff efforts in planning and training. Operation Plans (OPLANs) should be studied to determine deployment configurations and missions to be supported, and each annex to the Installation Deployment Plan (IDP) should be tailored to support specific requirements or concepts of operation. Thorough and complete deployment planning is essential and can be realized through quality review, base exercises, and evaluation by commanders and staff agencies. The host unit commander is the deployment process owner and should ensure local deployment guidance defines the process and procedures to deploy forces.

This pamphlet provides commanders and all deployment process participants the necessary information and guidance to successfully plan and meet deployment requirements. It was compiled by a cross-functional group from various Major Commands (MAJCOMs) and reflects years of knowledge and experience.

Use the information provided here in the context in which it is given. Although not directive in nature, this pamphlet provides valuable information to improve the deployment processes worldwide.

SUMMARY OF REVISIONS

This pamphlet is the first iteration concerning deployment management. It will bridge the gap between Air Force Manuals and Instructions as a result of the conversion of Air Force Regulations to the new format. This document is not an implementation document.

	Paragraph
Section A—PREDEPLOYMENT--COMBAT READINESS	
Deliberate Planning Process	1.
Deployment Architecture and Infrastructure Process	2.
Training Process	3.
Section B—Deployment	
Execution Planning Process	4.
Crisis and Contingency Command and Control Process:	5.
Deployment Management Process	6.
Equipment Process	7.

Paragraph

People Process	8.
Section C—Employment	
Reception Process	9.
Beddown Process	10.
Command and Control	11.
Section D—Redeployment	
Redeployment Order Process:	12.
Equipment Process:	13.
People Process:	14.
Deployment DSOE Process:	15.
Load plan Process:	16.
Return To Base Reception Process:	17.

Page

Figures

2.1 Integrated Deployment Systems	11
2.2 Recommended Floor Plan for Deployment Facility	12
2.3 Recommended Work Center Flow	13
2.4 Mobility Bag Issue	14
4.1 Six Phases of Crisis Action Planning	18
6.1 Example of Briefing/Conference Room within DCC	20
6.2 DSOE example (Meets all airframe requirements)	
8.1 Sample DPU Processing Line:	27
8.2 Recommended Briefing/Holding Area	28

Attachments

1. GLOSSARY OF REFERENCES, ABBREVIATIONS, ACRONYMS, AND TERMS	38
2. CHECKLISTS FOR STYLE	48
3. UTC MANAGEMENT	67
4. CARGO CATEGORY CODES	76
5. DEPLOYMENT INDICATOR CODES (DEPID)	78
6. DEPLOYMENT ECHELON CODES	79

Section A—PREDEPLOYMENT-COMBAT READINESS

1. Deliberate Planning Process The Joint Operations Planning and Execution System (JOPES) is a continuously evolving system being developed through the integration and enhancement of earlier planning and execution systems. It provides the foundation for conventional command and control by national and theater-level commanders. It is designed to satisfy their information needs in the conduct of joint planning and operations. Deliberate planning involves the development of joint operation plans for contingencies identified in joint strategic planning documents. Conducted primarily in peacetime, deliberate planning is accomplished in prescribed cycles that complement other DoD planning cycles and in accordance with formally established Joint Strategic Planning System procedures.

1.1. OPLAN Analysis Subprocess**1.1.1. Analyze Annexes:**

1.1.1.1. Upon receipt of a new plan, the appropriate annexes of each functional area should review their annexes well as Annex D, the Logistics Annex. Appendices to this annex include Petroleum Oils & Lubricants (POL), mortuary affairs, maintenance, mobility and transportation, civil engineering support plan, non-nuclear munitions, supply, support agreements and host nation support agreements, subsistence support, morale, welfare and recreation (MWR) and services, contracting, etc. A sample Annex D is in AFMAN 10-401, *Operation Plan and Concept Plan Development and Implementation*, Attachment 2, Figure A2.59. Other annexes should be reviewed and current relevant intelligence and additional information on the nature and timing of the deployment should be compiled.

1.1.2. Analyze Time Phased Force Deployment Data (TPFDD):

1.1.2.1. Joint Operations Planning and Execution System (JOPES) data files are used to develop OPLAN TPFDDs that drive taskings. The TPFDDs contain force record data, including unit type codes (UTCs), and are the primary source for movement planning. Having UTCs accurate and current helps to minimize last minute changes of equipment and personnel that often occur during deployments.

1.1.2.2. The TPFDD is an important joint document central to every aspect of deployment and reception. It provides a prioritized list of what combat forces, combat support, and combat service support UTCs deploy in support of the operation plan. It catalogs the UTCs to deploy and outlines who provides them. It also identifies where they are going, how they get there, cargo weights, number of personnel, and non-organic personnel movement required.

NOTE: The UTC process is explained in para 1.3. The TPFDD (to include ALL FORCES TPFDD) supporting the warfighter's plan and uses the tasked unit's Designed Operational Capability (DOC) statement should be reviewed and validated against the MAJCOM data base (see para 1.1.3). These taskings, by OPLAN, provide the basis for developing Deployment Control Center (DCC) operations and capabilities.

1.1.3. Management Information Systems (MIS)

1.1.3.1. When OPLANs are unavailable, most MAJCOMs have other methods for determining unit taskings such as the ACC Management Information Summary (MIS), the AMC and AFSOC Global Assets Listing (GAL), the AFRES and AETC War and Mobilization Plan Vol. III (WMP-III), and the ANG UTC Management Information System (ANG UMIS). As the Air Force War and Mobilization Plan Vol, III Parts 1&2, The ACC Management Information Summary and OPLANs have changed and updated over the years, the units required a single document to tell them which UTCs they could be tasked to deploy. (Note: DOC statements are capability documents and, as such, reflect the capability units are expected to have at execution. Although they often reflect OPlan Tasking, they are not tasking documents.) These systems don't tell the where, when, or how, but give a viable starting point for planning.

1.1.4. Functional Area Manager Letters:

1.1.4.1. MAJCOM UTC functional area managers should send units a "Functional Area Manager Letter." This letter is a useful tool in explaining the idiosyncrasies of new or revised tasking to the affected units. This communication also helps to cement the bond between unit and their functional area manager which can pay dividends during crisis action planning. Per AFMAN 10-401, chapter 9, the functional area manager letters constitute valid tasking. The functional area manager is responsible for selecting (sourcing) units to fill UTC requirements.

1.1.5. Distribute Taskings:

1.1.5.1. Each unit tasked to supply cargo or personnel for a UTC sourced by a plan's TPFDD will be informed of their tasking, unless CINC security concerns prohibit advance notice. The unit should be prepared to support the tasking by placing the required personnel on deployment status and ensuring they are ready to deploy within established timing criteria. The same, when possible, will be done with cargo.

1.1.6. Build Plan Files:

1.1.6.1. Air Force guidance requires building plan files based on a unit's taskings. The medium for this data is the Contingency Operations/Mobility Planning and Execution System (COMPES) subsystems of Logistics Force Packaging System (LOGFOR), of Logistics Module-Base Level (LOGMOD-B) Logistics Planning Subsystem (LOGPLAN), and Manpower and Personnel -Base Level (MANPER-B) module.). These files should contain all the UTCs units are tasked to deploy. The LOGFOR file is the Standard UTC Reference File (SURF). The SURF contains the Air Force standard version of the UTCs. The LOGPLAN file contains the "Oplan/CONPlan or unit unique" tailored versions of the standard UTCs. When OPLANs are unavailable, MAJCOM databases should be used to determine unit taskings. If taskings must be determined without an associated OPLAN, it will not be , easy to develop preplanned, or draft load plans and deployment schedules of events (DSOE) because a unit has no idea of the order in which the UTCs deploy. However, the IDO should meet with the senior leadership of each tasked unit to determine a deployment course of action (COA) that could be assumed. This COA is based upon the collective deployment experience of all the unit's representatives. A unit has the capability to prioritize within each UTC to determine the order in which each increment would deploy (use the DSOE movement priority field in LOGMOD-B LOGPLAN).

1.1.7. LOGFOR/LOGPLAN Process:

1.1.7.1. The starting point for determining deploying unit equipment is the standard Air Force Logistics Detail (LOGDET) found in LOGFOR. The logistics planners "copy" the UTC from LOGFOR into LOGPLAN and give it to the unit level functional area manager(FAM)/Unit Deployment Manager (UDM) to review. The unit-level FAM/ UDM reviews the UTC and determines if the mission can be met by what is listed in the LOGDET or if changes are required. Minor changes may not require approval from higher headquarters. For example, changes such as how one unit packs their equipment versus another unit's method of packing won't normally require higher headquarters approval unless the non-pilot unit requires more airlift than what would be allocated based on the standard UTC. Because the pilot units are required to input only Prime National Stock Numbers (NSN) for equipment items into LOGFOR, and non-pilot units may not always have the Prime NSN on hand, they sometimes input a substitute NSN into LOGPLAN. Dimensional data may also need adjusting in LOGPLAN based on the unit's actual on-hand assets weight or measurements. Those changes are allowed to be made in LOGPLAN and the tasked unit should make the necessary adjustments. Compare the LOGFOR UTC with the LOGPLAN UTC in COMPES to identify where updates may be required.

1.1.8. Tailoring UTC Logistics Detail in LOGPLAN:

1.1.8.1. For years there have been arguments over what constitutes tailoring and whether or not units can do it. Essentially, tailoring is the process of making a generic capability fit a specific purpose, region or CINC instruction. Tailoring may be as simple as removing winter weather gear from a cargo increment destined for the tropics, or as detailed as removing entire blocks of cargo based on prepositioned assets. There are some basic guidelines outlined in AFI 10-403, *Deployment Planning*. As a rule, MAJCOMs grant units pare and tailor authority and units may tailor UTCs in the LOGPLAN provided they do not exceed the gross movement requirement of the UTC. Additive requirements causing the UTC to exceed gross weight due to adding weapons, ammo, and mobility bags are authorized at execution by the providing MAJCOM based on CINC instructions. If units tailor their equipment, the reason the asset is not required at the deployed location should be documented, i.e., the asset is available at the deployed location (documented in a site survey or BSP); the asset is an addition; or the asset is unique to the unit. Adding equipment items is not allowed unless approved by the UTC functional area manager and added to the standard LOGDET (See AFMAN 10-401, Chap 6). When tailoring assets (adding or deleting) the applicable tailor keys in LOGMOD-B should be used to flag the tailoring action vice deleting the increment from the record.

1.1.9. Validate Requirements:

1.1.9.1. Although UTC functional area managers at each MAJCOM are responsible for validating sourced requirements, they can't possibly know the exact status of each unit's UTCs at execution. They validate whether or not a unit is capable of providing a UTC, but the unit validates the contents of the UTC. The force providers make UTCs available in the WMP-3, the Commanders-in-Chief (CINCs) state the requirements, the components build the TPFDD, the providing commands source the requirements and task the units, and the units report SORTS status against the tasking to validate whether or not they can provide the UTC.

1.1.10. Source Requirements:

1.1.10.1. Sourcing requirements is a responsibility of the supporting command. The functional area managers for each weapon system or specific capability are responsible for deciding which units fill the requirements identified by the CINC. Once the unit is sourced and notified (via message, telephone, TPFDD or functional area manager letter), the units should ensure they can fill the requirement.

NOTE: The MAJCOM/DP staff and base-level PRU must be simultaneously notified of the tasking. If a unit can't fill a requirement, they should notify their FUNCTIONAL AREA MANAGER who either tasks another unit, fragments (frags) the requirement (fragged requirements could mean that more than one unit is tasked to build a single requirement/capability or that the UTC is only sourced in part; i.e.: only 12 of 18 aircraft) or shortfalls/LIMFACs the requirement back to the Air Component. If shortfalled the Air Component's planners then try to find a source from another providing command. Just because one unit cannot fill a requirement doesn't mean that another unit won't be tasked to fill the requirement. **NOTE:** When a TPFDD requirement is approved for frag action by the CINC, the unit line number (ULN) will have a Frag and Insert code to identify this frag action.

1.1.10.2. A dedicated examination of the units' taskings (tasking validation) should be accomplished with taskings matched against authorized and assigned levels. The disconnects should be forwarded to the MAJCOM functional area manager. Matching the tasking to the resources available is the first step in the shortfall or limiting factor (LIMFAC) process. A shortfall occurs when a lack of forces, equipment, personnel, materiel, or capability, apportioned to and identified as a plan requirement, adversely affects the command's ability to accomplish its mission. A LIMFAC is a factor or condition that, either temporarily or permanently, impedes a mission. Examples: transportation network deficiencies; lack of in-place facilities; malpositioned forces or materiel; extreme climatic conditions, distance, transit or overflight rights; and political conditions (see Joint Pub 5-03.2). Each command has their own method to identify/resolve/elevate shortfalls. Some commands even use a message format. The method isn't what's really important here; knowing when and what to identify as a shortfall or LIMFAC is the important thing. After determining taskings, the problem to consider is whether the unit can support the taskings.

1.1.11. Survey Beddown Sites:

1.1.11.1. Use existing checklists (CENTAF, AFLMA, AMC, etc. have excellent checklists available) and develop a local checklist to conduct a site survey. Before going out to accomplish a survey, check with the beddown base or location to see if a checklist exists. AFI 10-404, *Base Support Planning* and AFI 10-503, *Base Unit Beddown Program*, may be of use during this pre-site survey planning stage. In addition, units should ensure the requirements of AFI 32-7061, *The Environmental Impact Analysis Process*, which addresses compliance with environmental planning mandates and objectives are considered. AFI 32-7006, *Environmental Program in Foreign Countries*, specifically addresses objectives, background, and standards unique to Air Force environmental activities in foreign countries. Plans to manage hazardous wastes generated at the deployed location, as well as plans to manage hazardous wastes while operations or contingencies are ongoing should be considered.

1.1.11.2. A site survey is a survey of a base or facility under consideration for use by a deploying force for a contingency or exercise.

1.1.11.3. The three primary purposes of the survey are to:

- Determine availability and suitability of facilities and resources.
- Identify and resolve shortfalls/LIMFACs on the mission.
- Minimize resources deployed by eliminating redundant support.

1.1.11.4. Carefully consider the composition of the survey team to ensure all major functional areas provide a team member. The Operations Plans function normally heads up the site survey team and the logistics planner normally heads up the support functional planners. Know all unit taskings and requirements. Don't take any service or support category for granted.

1.1.11.4.1. Recommended site survey team composition includes representatives from:

- *Operations
- *Logistics Plans
- Transportation
- Supply
- Fuels
- *Maintenance
- Munitions
- Contracting
- Civil Engineering
- Services
- Security Police
- Intel
- Weather
- Communications
- Judge Advocate
- Weapons Safety
- *Personnel
- Medical

NOTE: * Minimum requirement.

1.1.12. Airlift/Sealift/Ground Flow Data:

1.1.12.1. Deployments today can be to any part of the globe. The deployed Air Force unit may be a part of a joint operation where sealift, rail, or road (or any combination thereof) are an integral part of the redeployment/forward deployment. Do not assume airlift will be the only mode of transportation. Airlift will, however, be at least a part of most redeployments. It is therefore essential to prioritize cargo for the various modes of transportation.

1.1.12.2. USTRANSCOM will review the requested redeployment airlift requirement and assign available airframes to the task. Approximately seven days prior to the pickup dates, the redeployment TPFDD will be frozen by the supported CINC. The air component command should contact the RAT to verify the information provided. Planners need to know and understand the ULN process--this is how the unit will be notified, i.e., ULNs XXXX1, XXXX2, and XXXX3, are validated for movement and programmed on aircraft YYY. Formal airlift validation is handled at the component level in coordination with the supported CINC. All TPFDD ULNs are validated for movement by the JTFC (CINC Assigned) in GCCS/WWMCCS Teleconference. No increment of cargo will move until validated for movement by the supported CINC. This teleconference will be monitored by operations support centers/groups from the Joint Staff to Wing level--when wings have been granted read permissions.

1.1.12.3. Confirm airlift flow data and aircraft configuration with the Air Component higher headquarters. Unit-level confirmation of offered airlift is essential. Load plans should be built using C-141 aircraft as a standard. Allocated airlift will normally be based on standard UTCs as reflected in JOPEs (JOPEs receives UTC data from the Type Unit Characteristics (TUCHA) standard reference file). Also confirm aircraft configuration--be prepared to validate cargo ULNs in short tons and pax per aircraft load. Units will generate a redeployment TPFDD; for TRANSCOM so that airlift can be requested.

1.1.12.4. Redeployment for the majority of bulk cargo/vehicles/bare base/munitions will likely be via sealift. Further, larger deployments may rely primarily on sealift. In the AOR, rail or over-the-road may also be part of the transportation plan. Coordinate with the Air Component higher headquarters to ensure the redeployment team includes a Military Traffic Movement Command (MTMC) and/or Military Sealift Command (MSC) liaison as necessary to request vessels and/or railcars. The lead time required for vessels and railcars can extend the redeployment considerably. Units may be required to provide personnel for ship upload.

1.1.12.4.1. MTMC normally provides seaport handling teams and railhead load teams along with vessel stow planning/railroad car load planning capabilities and commercial port/rail liaison representatives.

1.1.12.4.2. MSC schedules and provides vessels as requested. This could include ferries, barges, and/or ocean vessels (roll-on/roll-off (RO-RO) and/or container ships). RO-RO vessels are primarily used for wheeled vehicles and container ships that carry general cargo and ammunition.

1.2. Base Support Plan (BSP) Subprocess

1.2.1. Identify Capabilities:

1.2.1.1. Base support planning involves the reception and beddown of augmentation forces in a given theater of operation. It also involves forces at an aerial port of embarkation (APOE), aerial port of debarkation (APOD), throughput, and continuing Air Force support operations for deployed forces. This process evaluates the capabilities for a given base (BSP, Part I) and then matches those known capabilities with the forces and taskings that operate or flow through from each location. (BSP, Part II).

1.2.1.2. Refer to AFI 10-404 for update procedures.

1.2.2. Match Capabilities to OPLAN Requirements:

1.2.2.1. BSP, Part 2, matches capabilities to requirements and is accomplished as a coordinated effort between the host area of responsibility (AOR) air components, wings, and deploying units.

1.2.2.2. Host AOR air components and wings sponsor BSP conferences with the deploying units, then match support requirements with available resources. The resulting document is classified. Cover each OPLAN tasking by a separate portion of the BSP, Part 2. Hard copy, classified documents (or any other classified mediums) are distributed to all affected units by air component commands.

1.2.3. Prepare the BSP:

1.2.3.1. Host AOR air components/NAFs/wings sponsor a BSP site survey, aided by the respective lead/host wing deploying unit for that given beddown location. The deploying units and the host AOR should ensure qualified personnel participate throughout the BSP planning effort. The theater air component staff is solely responsible for "POMing"/budgeting for BSP conference TDYs. The theater staff arranges participation of, and coordination with, all non-AF and combined/coalition forces scheduled to beddown at that location.

1.2.4. Base Level Assessment (BLA):

1.2.4.1. BLA is the part of the USAF Support Force Sizing Exercise (FORSIZE) conducted annually to determine CONUS and overseas wartime base support requirements. This process identifies the manpower, by numbers and AFSCs, needed to sustain a specific installation's operations based on the current DoD planning scenario.

1.3. UTC Management Subprocess:

This section addresses how UTC management fits into the scheme of war planning and deployment operations. It also reviews the basic method of managing UTCs and procedural requirements for pilot and non-pilot unit responsibilities.

1.3.1. UTCs in the Planning Process:

1.3.1.1. UTC Package Description. The UTC package represents a statement of force capability with associated manpower and logistics support requirements keyed for ADP. While a UTC normally represents both personnel and equipment, some UTCs represent only personnel or equipment.. Since UTC package data is distributed service wide, using existing UTC packages reduces the amount of detail planning and coordination needed during OPLAN development, review, and execution.

1.3.1.2. The UTC is a five character alphanumeric designator controlled by JCS identifying specific force capability. (Note: If a sixth digit is present, it represents current status in COMPES. A zero suffix means the UTC is registered and approved, an 8 would represent a package in a build status of some sort.) A UTC package is further defined by a 31-character title. The title is constructed in COMPES by the Manpower community and is standardized for data automation purposes.

1.3.1.3. There are three parts to a UTC, two parts are identified in the manpower force packaging system (MANFOR): One, the mission capability (MISCAP) statement describes the mission the UTC was designed to support; and two, the manpower requirements identified by air force specialty code (AFSC). The third part, equipment requirements, is identified in the LOGDET subsystem of LOGFOR. The LOGDET outlines the equipment requirements to the Unified CINCs. The theater commanders build their TPFDDs around available AF and other services' UTCs identifying all equipment and personnel.

1.3.1.4. UTC MISCAP. The MISCAP is simply a statement of the capabilities of the force identified by each UTC consistent with AFMAN 10-401. Aviation UTC MISCAPs should contain crew ratios and monthly flying hour utilization and are classified at least confidential and no higher than secret. The UTC functional area manager at the MEFFPAK responsible command is responsible for writing the MISCAP. They in turn provide the MISCAP(s) to the Manpower community to load into the MANPER-M system. Because the amount of data they can input into the MANPER-M system is limited, the MISCAPs can be no longer than 54 characters across and contain no more than 20 lines of information. Because of this limitation, MISCAPs sometimes come out looking rather cryptic with many abbreviations. Questions about MISCAPS should be answered by the UTC functional area manager at the higher headquarters. The MEFFPAK summary, published by the MAJCOM, lists the pilot unit for each UTC.

1.3.2. UTC Development (AFMAN 10-401, Ch 6):

1.3.2.1. There is a specific process for getting a new UTC approved. Generally the MAJCOM functional area manager is the requesting authority for new UTCs for their command. New UTCs are required for unique requirements currently not covered in the Manpower and Equipment Force Packaging (MEFFPAK) or perhaps a new weapons system which would also not be contained within MEFFPAK. The proposed UTC package is then coordinated with the MEFFPAK office of primary responsibility (OPR, normally MAJCOM/XPP or DOXP) and manpower office prior to leaving Headquarters. MAJCOMs then coordinate with the HQ USAF functional area managers, HQ USAF/XOXW, HQ USAF/LGXX (LRC) and Air Force Wartime Manpower and Personnel Readiness Team (AFWMPRT). When difficulties are encountered or questions are asked, the MAJCOM functional area managers should have the procedural answers. The following outlines the UTC development process:

1.3.2.1.1. First write a request containing, as a minimum:

- Proposed UTC title.
- The deployment indicator code (DEPID), which identifies the deployment capability and composition of the UTC.
- The unit level code (ULC), which indicates the relative organizational level of the unit or element.
- Approximate authorized strength (includes hours of operation if not included in MISCAP).
- Summary level logistics data (LEVEL 2 data included length, width, height and weight).
- Proposed MISCAP.
- Rationale or justification for UTC development.

- Name of HQ USAF functional area manager with whom the requirement was coordinated or the HQ USAF agency directing the development.

NOTE: The originator should have a unit in mind to act as pilot unit as it is a given that the originating request will normally become the MEFPAC responsible command.

1.3.2.2. This request is directed to the MAJCOM functional area manager for that UTC. The request should be routed to the functional area manager in sufficient detail and justification to allow action to be taken. Be sure to include the name and phone number of the originator of the request so they may be informed of the results. The functional area manager works with the originator to develop details and the justification for changing an existing UTC MISCAP and detail or to develop a new UTC. The functional area manager also notifies the MAJCOM MEFPAC OPR of the action being taken. Additional information can be found at Atch 3 and AFMAN 10-401.

1.3.3. Pilot Unit Responsibilities:

1.3.3.1. The pilot unit develops and maintains the LOGDET. The LOGDET is based on the equipment allowances found in the AS, the MISCAP, MAJCOM functional area manager guidance, and the pilot unit's expertise. Equipment items not included in the AS are not loaded into the LOGDET until the AS is changed to reflect the addition of the required piece of equipment. MAJCOMs should ensure pilot units include AS references in the LOGDET. While the procedures for loading vehicles into the LOGDET are the same, equipment allowance authorization procedures differ slightly. The important thing to remember is equipment may not be loaded into the LOGDET unless the authorizations are approved.

1.3.3.2. Naturally, pilot units have maintenance and review responsibility as well. The LOGDET and manpower details must be accurate. It is critical to ensure these reviews are not just an exercise in square filling. The more thorough the periodic reviews, the less detail needs to be tailored at the actual deployment time. Additionally, the unified CINCs have a better picture of how "airlift affordable" a capability is. The supported CINC may allow the supporting CINC to change, modify, or substitute resources where necessary to meet tasking requirements.

1.3.3.3. "Validating a UTC" generally consists of exercising or using the UTC at least once to evaluate its capability to meet MISCAP requirements. (Note: Employment is the best way to test if a UTC meets the MISCAP requirements.)

Personnel and equipment quantities should be adjusted based on lessons learned. Additionally, pilot units should ensure non-pilot unit recommendations are requested and considered when developing and maintaining a UTC. The UTC functional area manager in the designated pilot unit validates requirements through a coordination process with all non-pilot unit related functional area managers. Once a proposed change is accepted as a standard requirement, and if the requirement does not exceed the allowance source (AS) then the change is made to the standard UTC. If the requirement exceeds the AS limitations then AF Form 601, **Equipment Action Request**, action must be initiated by the FAM to increase the AS to meet approved and validated UTC requirements.

1.3.3.4. To avoid pitfalls in the maintenance of UTCs it is important to remember that the pilot unit designation does not imply ownership of a UTC. The pilot unit is selected by the MAJCOM as the unit most capable of building and maintaining the standard AF LOGDET for a specific UTC. The pilot unit carries no more authority over the status of a UTC than any other user of the UTC. The pilot unit is an administrative mailbox, if you will, and the AF FAM is the ultimate authority and owner of any given capability. This also is a good time to note that being designated as the most capable unit does not mean you will be tasked with the UTC. In short, an F-16C/D unit could quite possibly be the pilot unit for several different PAA packages for which they do not use.

1.3.4. Non-Pilot Units:

1.3.4.1. Non-pilot units play an important role in the development and maintenance of the LOGDET. Per AFMAN 10-401, Ch 6, Non-pilot units will notify the pilot units they are using the pilot unit's UTCs, so they can be included in all communications. Recommendations by non-pilot units, changes to the AS, or changes to the MANFOR are common reasons for changing a UTC. Pilot units evaluate proposed changes and survey all known non-pilot units to determine if the proposed change is required to support the MISCAP. If the majority of the non-pilot units agree with the proposed change and a change to the AS is required, the pilot unit notifies the MAJCOM functional area manager of the proposed change. The pilot unit should document non-pilot unit coordination of proposed changes. If the functional area manager gives tentative approval, the pilot unit updates the UTC LOGDET and forwards the changed LOGDET to the functional area manager for review. This should occur after MAJCOM functional area manager review. The functional area manager will make the call if the units cannot come to agreement. Again, if the change requires additions to the AS, a 601 request must be filed with host supply.

1.3.5. Tailoring the UTCs:

1.3.5.1. Once the standard LOGDET is established, units may tailor the UTC for known taskings and plans. Use the LOGPLAN module to build those tailored packages for specific plans or situations. For specific beddown locations requiring all assets and systems, employ economies of scale to reduce the amount of extra support equipment. If possible, use tailor keys to remove War Reserve Materiel (WRM) quantities from LOGPLAN. Coordinate with the host and lead units at the deployment site to determine WRM/joint/common use assets available at the site. This could save valuable airlift assets and help to resolve the problem of common use equipment at the forward operating location.

NOTE: Units should identify tailored UTCs to the MAJCOM functional area manager.

1.4. WRM Subprocess:

WRM, if positioned as either starter or swing stocks, or a combination of both, is used to maximize warfighting capability. Starter stocks are intended to support a CINC until resupply, commensurate with expenditure is established. Swing stocks are positioned to maximize flexibility to support multiple theaters. WRM is based on wartime additive requirements and does not duplicate peacetime or mobility equipment. UTC-configured WRM (UWRM) is available for tasking. Not all WRM is UWRM. All UWRM is shown in the WMP-3 and available for sourcing in the appropriate CINC's plan Time Phased Force and Deployment List (TPFDL). Use of WRM to support peacetime operations requires approval IAW AFI 25-101, *War Reserve Materiel Program Guidance and Procedures*.

1.4.1. Categories of War Reserve Materiel. Some of the WRM categories are:

1.4.1.1. Consumables: Items that are consumed by use. Examples are jet fuel, oil, deicing fluid, nitrogen, oxygen, chaff, film, tanks, racks, adapters, and pylons (TRAP), etc. The supporting MAJCOM computes requirements (excluding TRAP) for these items using the COMPES Logistics Feasibility/Analysis Capability (LOGFAC) subsystem. The MAJCOM computes requirements for each location that has aircraft activity reflected in the Wartime Aircraft Activity Report (WAAR), also known as the War & Mobilization Plan Volume 4 (WMP-4). Each supporting MAJCOM runs the program and produces a printed requirements list called the War Consumables Distribution Objective (WCDO). The MAJCOM then forwards the applicable parts of the WCDO to each planned operating base or the storing base. TRAP is allocated to the MAJCOMs based on the current DoD planning scenario.

1.4.1.2. Rations: WRM rations are used when the supported CINC cannot provide meals. Examples are aboard aircraft during long duration missions and during the initial deployment periods when feeding facilities have not been established by the supported CINC. In-flight meal requirements are computed in the WCDO for each location that has aircraft activity reflected in the WMP-4. A record is established in the WCDO for each location to include UTC meal requirements for meals ready to eat (MREs). UTC meal requirements and in-flight meal requirements are summed to determine the total WRM ration requirement for each location.

1.4.1.3. Equipment: The War Plans Additive Requirements Report (WPARR) authorizes airlift intensive equipment for prepositioning in theater. WRM equipment is allocated based on the current DoD planning scenario.

1.4.1.4. Vehicles: The vehicle authorization listing (VAL) authorizes WRM vehicles. WRM vehicles are allocated based on the current DOD planning scenario.

1.4.1.5. Munitions: LOGFAC also computes munitions requirements, based upon expenditure per sortie factors. However, real-world constraints do not allow purchase and storage of all munitions requirements. Munitions allocations to units are based upon the Non-Nuclear Consumables Annual Analysis (NCAA).

1.4.1.6. Bare Base Systems: Harvest Falcon, Harvest Eagle, and contingency support packages are sets of equipment that provide minimum essential troop cantonment facilities (Billets, showers, latrines and food service and operational support (offices, shops, limited shop equipment, runway matting) Request peacetime use of bare base assets IAW AFI 25-101.

1.4.2. Managing On-Hand Assets:

1.4.2.1. MAJCOMs store WRM to maximize theater capabilities, as well as supporting other theaters when appropriate. When possible, use climatic controlled, inside facilities, or covered secured storage. Identify WRM movement requirements in the IDP, BSP, and UWRM in the appropriate TPFDL.

These plans should identify all authorized WRM assets to be moved rather than what is currently available locally. At execution, adjust the plan to reflect what is actually available locally.

1.4.2.2. WRM rations may also require movement to the using location. At overseas bases, ration requirements are normally stated in a Rations Requirements Summary (RATSUM) produced by the overseas commands in conjunction with the Defense Commissary Agency (DECA). These rations can be stored at central locations until OPLAN execution and then shipped to the using locations.

1.4.3. Prepositioned Assets:

1.4.3.1. Coordinate with the host and lead units at the deployment site to determine WRM/joint/common use assets available at the site. Reduce the size of deployment packages, based upon such availability. It is no longer Air Force policy to preposition WRM assets at the point of intended use. Therefore, UWRM could be sourced from a separate location. However, UWRM is not additive mobility equipment, so units should not plan on tailoring deployment packages based on WRM availability. Note: MAJCOM functional area managers should be informed of any reductions and source of WRM/joint/common use assets.

1.4.4. Plan Movement Guidelines. Include the following items in developing deployment procedures for moving WRM. (Outline movement of WRM in the tasking plan, Annex D, or part two to the BSP):

1.4.4.1. State movement mode, schedule, and destination of assets.

1.4.4.2. Identify tie down, and blocking and bracing requirements.

1.4.4.3. If required, identify the vehicle requirements for surface (over the road) movements. Identify the type of vehicle required (i.e., organic, rental, or commercial).

1.4.4.4. If required, identify railhead locations and capabilities.

1.4.4.5. Identify users of the WRM assets at the shipping destination.

1.4.4.6. Identify the destination where these assets will be off-loaded.

1.5. Agreements Subprocess:

1.5.1. You need to consider the support provided to tenant organizations documented in their agreement when planning deployment operations. Contact any ANG, AFRES, Army, Navy and Marine units located on or near an installation. If any portion of a unit will be deploying through an APOE, the host unit logistics plan function should be contacted.

1.5.2. For deployments in support of an OPLAN or contingency operation, some installations may already have an agreement to support other services. AFI 25-201, *Support Agreements*, says agreements are not be used to identify contingency/wartime operations and are used only for day-to-day peacetime operations. To determine if other services are using a particular base as a wartime beddown or through-put location, review an "All Services" TPFDD run for the base. If you are unable to obtain an All Services TPFDD, contact your Numbered Air Force or MAJCOM counterparts.

2. Deployment Architecture and Infrastructure Process Effective communications are critical to the deployment process. This portion of the pamphlet outlines basic concepts and provides recommended courses of action to ensure the deployment process is successful. Review suggestions for installation deployment guidance, provide example of innovative ways to manage deployments and how to organize the Deployment Control Center (DCC) emphasizing communication and the infrastructure for the DCC.

2.1. Installation Deployment Plan Subprocess

2.1.1. Task Organizations:

2.1.1.1. The deployment architecture and infrastructure process development should consider the worst scenario the installation could be tasked to support. Consider for instance Base X never had a wartime commitment until release of the FY XX (any fiscal year) plans. A quick review of OPLAN taskings for all assigned host and tenant units reveals the total number of personnel and equipment to be deployed or transiting through, by day, from the base.

2.1.1.2. Once the most stringent scenario is determined, create a game plan or process to move the identified combat and combat support capability to it's wartime location in the right configuration, quantities needed and within timelines given. In other words, it's time to develop the installation deployment guidance which can be issued as an IDP, an installation supplement to the AFI, operating instruction, or other appropriate guidance. Refer to appropriate MAJCOM guidance for further information.

2.1.2. Identify Responsibilities:

2.1.2.1. A good way to begin is to obtain copies of existing IDPs and modify or use them as a guideline to create an updated plan. If an IDP already exists for the installation, the task may be simply to review the current plan and make any necessary adjustments.

2.1.2.2. An IDP working group should include as a minimum, the installation deployment officer (IDO), and representatives from transportation combat readiness, personnel readiness, base supply, judge advocate, manpower, and selected units.

2.1.3. Develop Processing Procedures:

2.1.3.1. AFI 10-403, describes the basic responsibilities and requirements for deployments and identifies specific cargo, personnel, and training guidance. All applicable references should be available when working group meetings convene and when drafting the IDP.

2.1.3.2. The IDO should define the organizational structure to meet all command and control, cargo preparation, and personnel preparation requirements. The IDO should also be responsible for developing and publishing the local deployment operations guidance for the installation. Once the deliberate planning is done, and facility and basic processing concepts are in hand, a working group can begin developing the written guidance. The format and media to communicate the IDP is not currently standardized. However, there are some key areas the plan should include. They are: task organizations, responsibilities of the base processing agencies, responsibilities of deploying unit personnel, processing procedures, reporting requirements, and specific training issues. The final plan should clearly state "who," "what," "when," "where," and "how to" deploy the tasked UTCs.

2.1.3.3. Although UTCs consist of people and equipment, processing procedures traditionally handle cargo and personnel separately. The total number of personnel and total amount of cargo to be marshaled provides the basic information needed to create a deployment process flow chart. This information can influence the overall deployment process development.

2.1.3.4. AFI 10-403 requires each installation to develop a flow chart depicting the installations' deployment process. A well developed flow chart can help point out potential bottlenecks and choke points. There are several ways the development of the flow chart can be tackled.

2.1.3.4.1. One of the better ways is to break the development down to each unit and work center. The units or work centers should analyze and document their processes using flow charting techniques and indicating those points where they receive or send/provide information and services to internal or external customers or suppliers. This should depict the complete flow of work and where interfaces occur and operations may be combined. Outside assistance such as personnel from the wing quality office may be able to assist with this. The questions to be answered are the when, where, and how of the deployment process. While analyzing the processes, remember to focus on the key activities necessary to complete the process and pay particular attention to known or potential bottlenecks/choke points.

2.1.3.4.2. Recommend using a Process Action Team (PAT) or working group with a disinterested facilitator to put all the pieces together to form one deployment flow chart. The same questions used during the unit level development are still

appropriate here. Once the flow chart is complete, it should be used as a living document. Changes and adjustments can be made as appropriate.

2.1.3.5. A question that plagues many IDP developers is "How much detail should the plan include?" It should be detailed enough to avoid confusion, but not so specific as to make the process inflexible or impossible to complete.

It should be as simple as possible and include a good command and control structure. It should include combat readiness, deployment, employment, and redeployment phases. If the plan doesn't reflect how the base community conducts the deployment, it has no real value. Although inspector generals are leaning toward results oriented evaluations, we should not develop programs to satisfy inspections. Deployment ratings should measure the accuracy of the IDP relative to actual processing. If the flow chart directs personnel to start at point A and stop at points E, F, and Q, validate the unit plan when observing the unit processing--beginning at point A and ending at points E, F, and Q.

2.1.3.6. Identifying responsibilities is key to deployment planning. It tells the players how and where they fit into the process. Although the AFI provides a basic "who is responsible" foundation, it really doesn't get down to the nuts and bolts of the operation. Each base is different in host and tenant relationships, facilities, and personalities. It may require negotiating with affected parties, to achieve consensus and buy-in from the whole base population or it may require the pointing finger of the wing commander.

2.1.3.7. The starting point is AFI 10-403. Begin by listing all the players and responsibilities identified in the AFI. Then list all the requirements in chapters 2 through 5 under the function, position, or office cited. Some OPRs may not be directly identified, but a closer look into specific references is helpful. Remember the basic processing concept and flow chart of "how" you brought to the working group. Check the who or what else is needed to be added to the task or responsibilities list.

2.1.3.8. The next step should be listing the "how" and the "when" of the deployment processing procedures. One way to do this is to review the process in reverse. Look at what happens when a unit returns to home station and think back to when the unit received a tasking. Think of this step as the concept exploration phase of deployment planning. Investigate all the options available, build models or flow charts, and create the plan that best serves the base requirement. Don't become bogged down in details and don't let facility constraints drive decisions until all the alternatives or work -arounds have been looked at. Keep an open mind and be creative. The possibilities are endless. Go back to those models or flow charts. AFI 10-403, Attachment 2, is an example of how a part of your installation deployment process might look. Consider these examples of documented success stories both current and past:

2.1.3.8.1. Base A: One installation had UTCs of 743 persons, 595 persons and 150 persons with assorted equipment. The deployment processing facility had a briefing and holding capacity of 90 personnel. On the average it took 12 hours to process the largest UTC. The new IDO convinced the wing the time could be reduced to less than 4 hours simply by using a satellite briefing and holding area and utilizing processing by exception. The UTC was bussed from the unit, briefed in the base theater or school gymnasium, and only personnel requiring personnel actions such as making updates to the emergency data card or getting shots, were bussed to the active processing center.

2.1.3.8.2. Base B: Time compression often resulted in conflicting cargo and personnel processing requirements. Many times, the personnel responsible for readying and marshaling unit cargo had to be in two places at the same time because the scheduling times overlapped. The cargo yard had lots of space for both staging and marshaling. It was determined that 75 percent of the problems or delays occurred in cargo processing. To get ahead of the game, the wing began to pre-check and in some cases, in-check cargo and place in a marshaling area after receipt of a warning order, but not later than the deployment order when no aircraft flow existed. Tension caused by previous simultaneous processing were reduced. Frustrated cargo problems were solved well ahead of the arriving aircraft.

2.1.3.8.3. Base C: Roving personnel processing and cargo teams combined with computer technology is a different approach. Cargo in-check teams inspect cargo and fix errors at the unit before moving pallets and rolling stock to the base cargo marshaling yard. Only UTC team chiefs go to the mobility bag section where they sign for the bags and are issued one chemical warfare ensemble per team member. Palletize or containerize the remaining bags for shipment, tag with the unit designator, and stage in a holding area until called for movement to the cargo area. Personnel teams go to the unit only if processing actions warrant it. Transmit personnel briefings, orders information, mobility bag requirements, equipment weights and dimensions electronically. All pertinent personal and cargo data are communicated through the base local area network (LAN) if data is unclassified and Privacy Act is assessed first..

2.1.3.9. AFI 10-403 directs the establishment of a DCC, a Cargo Deployment Function (CDF), and Deployment Processing Unit (DPU). Identify the specific roles of each work center and how these functions interrelate with each other.

Don't forget to incorporate other work centers not mentioned in the AFI, for example, unit deployment work centers, ground transportation, or contingency support staff if needed.

2.1.4. Identify Reporting Requirements:

2.1.4.1. Identifying reporting requirements may or may not be an issue. If a reporting requirement exists either at the MAJCOM, or some other agency, the IDP is a good place to highlight those requirements. Reports to be sent out, the timelines, the format, and the governing directives should be identified. If using local reporting, the IDP should address the who, what, and when as well as required forms.

2.2. Command, Control, Computers, and Communications (C4) Subprocess

2.2.1. Establish Deployment Command and Control:

2.2.1.1. A well-equipped DCC is necessary for a smooth deployment. A variety of communication and computer systems prove indispensable. For this reason, it is important to consider the possible consequences of disruptions such as power failures and forced relocations and the effect they have on command and control of the deployment.

2.2.2. Develop Deployment Communications:

2.2.2.1. The primary means of communication in a DCC is normally the telephone. All positions in the DCC should have multi-line telephones. There should be enough lines to support at least 80 percent of the phones simultaneously. At least half of the lines should be Class A lines. Because classified information is frequently associated with deployments, try to obtain as many STU-IIIs or Red Switch instruments for the DCC as possible. Also, it may be desirable to include a secure/unsecure facsimile (FAX) machine.

2.2.2.2. Land mobile radios (LMRs) should be available at all deployment work centers. In the event of a wire communications outage, additional hand-held radios should be available for all essential DCC personnel, as well as an uninterruptible power supply (UPS) for automated data processing (ADP) systems. A base station for the LMRs in the DCC could prove beneficial.

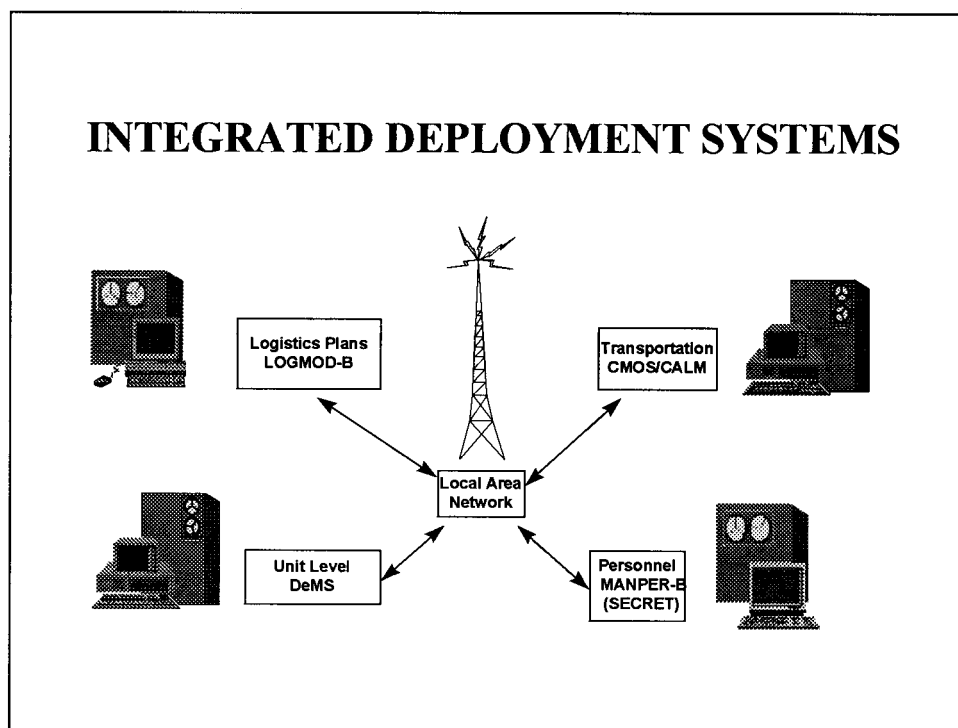
2.2.2.3. Additionally, if possible, try to obtain direct lines (Hot Lines) to the Command Post, Battle Staff, and Deployment Work Centers.

2.2.2.4. A rapid means of getting unclassified information out during deployments is highly desirable, especially if you can do it in a "hands-off" mode. Some units use a Local Area Network (LAN) with electronic mail capability. These "hands-off" processes save many phone calls and reduce the need for runners, but can only be used for unclassified information.

2.2.3. Identify ADP Systems Required for the Deployment, Employment, and Redeployment Processes:

2.2.3.1. Identification of computer systems for DCC use is a moving target. Systems include: Integrated Deployment System (IDS) which includes the following: Deployment Management System (DeMS), MANPER-B, LOGMOD-B, Cargo Movement Operations System (CMOS), and Computer Aided Load Manifesting (CALM). Global Command and Control System (GCCS) is scheduled to replace (WWMCCS) which contains JOPES functionality. The following diagram illustrates the interrelationships of the IDS systems.

Figure 2.1 Integrated Deployment Systems.



2.2.3.2. LOGMOD-B should be used to deploy and redeploy. Data for redeployment is transmitted via 4mm tape to the "town mayor" or host unit at the deployed location. Only units identified as hosts are equipped with deployable LOGMOD-B.

2.2.3.3. At the very least, computer word processing applications should be available, as well as automated message preparation applications. Presentation and spreadsheet software can be very useful too. Give some thought to taking advantage of technology, such as laptops with docking stations, computers with removable drives, TEMPEST equipment, LANs, etc.

2.2.3.4. Here are some final thoughts on ADP use. Logistics planners use ADP and wise planners consider ADP a force multiplier. Pre-can as much standard or repetitive information as possible, i.e., message headings and forms, slides, etc.

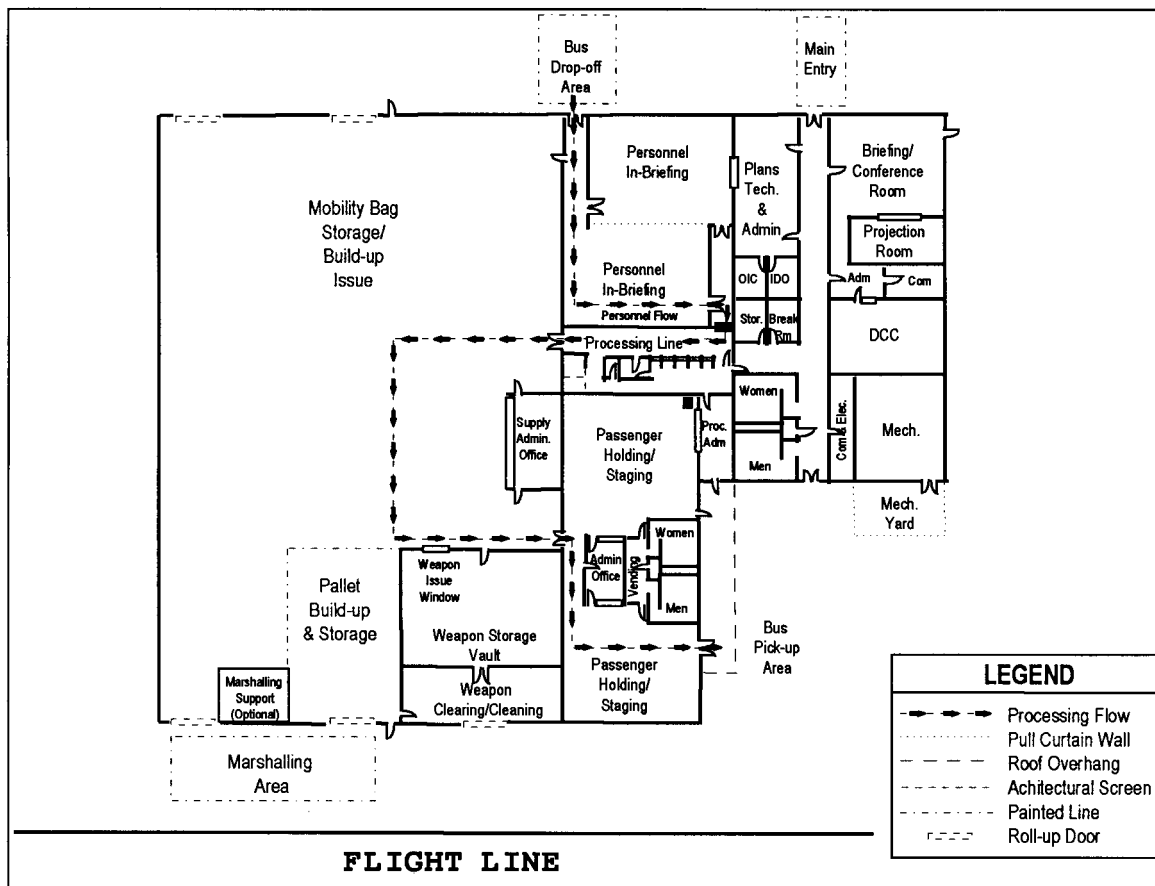
Finally, planners should be prepared for mobile operations and able to do the work “stubby pencil” in case ADP is not available or breaks down.

2.3. Physical Plan Subprocess

2.3.1. Determine Facility Requirements:

2.3.1.1. Although the majority of UTCs consist of both people and equipment, traditional processing has handled cargo and personnel separately. The total number of personnel and the total amount of cargo to be marshaled, provides the basic information needed to create a deployment processing physical plan and a flow chart. The base processing concept may also be influenced by or influence what facilities are used or required. The following represents a recommended floor plan for a consolidated deployment facility.

Figure 2.2 Recommended Floor Plan for Deployment Facility

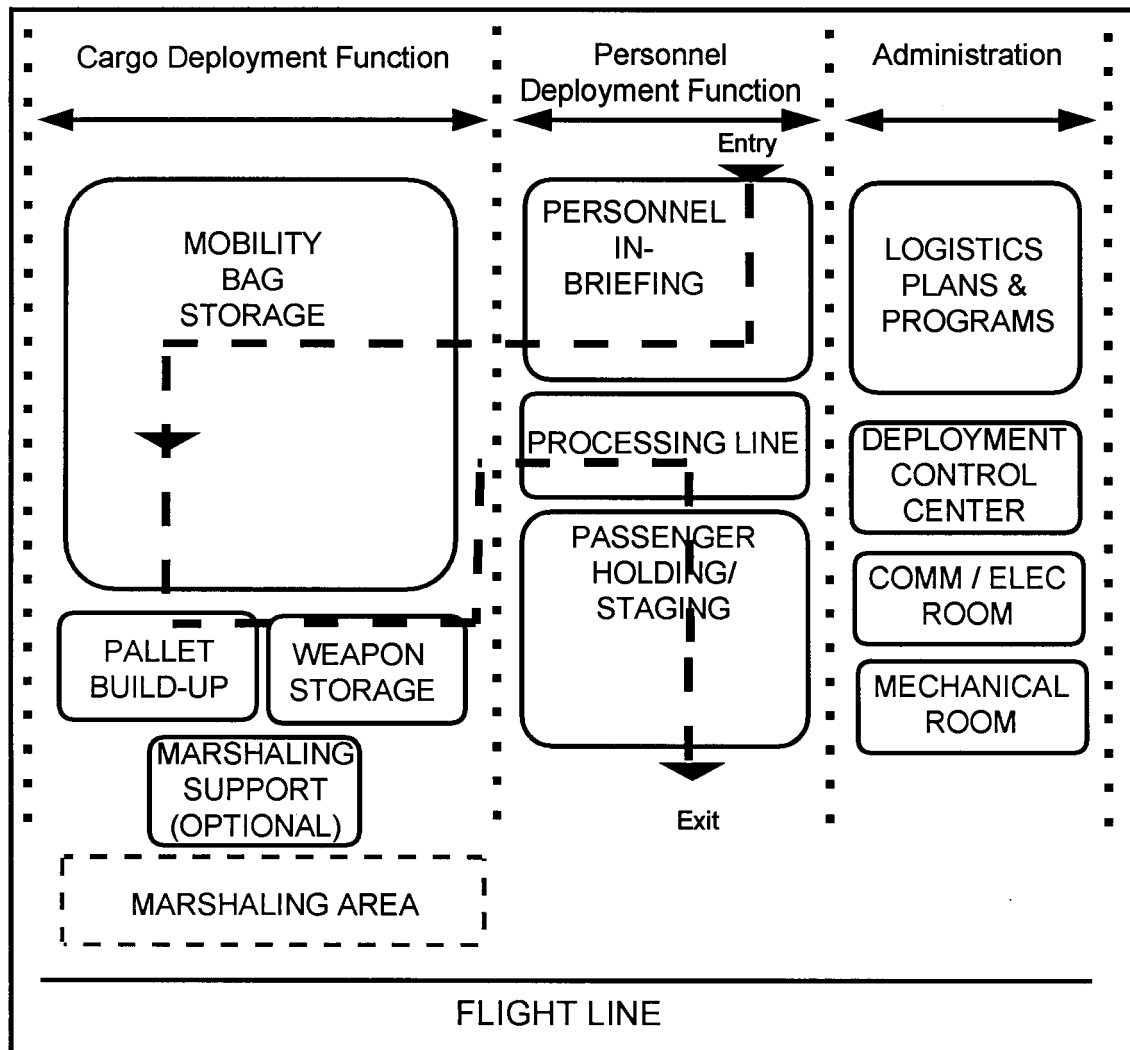


2.3.1.2. The bottom line is to determine the needs and match the needs against available facilities to make it work. On rare occasions, the needs are met through new construction projects. Depending on available options and needs, large deployments may be handled differently than small contingencies.

NOTE: Units should be careful in planning for weapons storage vault area. Consideration should be given to whether the facility will be a 24-hour, manned weapons storage vault or manned only when necessary. More importantly, consideration of who will man the storage facility should be considered.

2.3.1.3. AFI 10-403 directs the establishment of a DCC, a CDF and a DPU. Remember to include other work centers not mentioned in the AFI if they exist in the IDP or deployment processing concept. For example, unit deployment work centers or ground transportation (commercial surface movement or loading dock area). Other considerations may include, but are not limited to, the deliberate plans indicated mode of transportation (ground, sea, or air); total, single day worst case short tons; personnel to be processed; cargo; other physical security requirements; ammo storage and movement requirements; and mobility bag and weapon storage areas. The following diagram represents recommended work center flow:

Figure 2.3 Recommended Work Center Flow



2.3.2. Develop Power Plan and Facility Checklist:

2.3.2.1. As the processing facility/work center requirements list begins to take shape it often resembles a site survey checklist. Besides square footage, location, secure communication, power requirements (internal, external, and back-up), external lighting, automated system needs, or LAN connectivity between primary or select work centers, there may be a host of other needs yet to be identified. Developing a checklist documents the base deployment processes' current and potential needs. It may stimulate ideas that may also influence an improvement to the current process or an upgrade to present facilities. Past and present deployment experts have remodeled many a work center through individual or group self-help projects and civil engineer work orders.

2.3.3. Identify and Source Equipment and Supplies:

2.3.3.1. The checklist could contain a subsection under each work center entitled "Equipment and Supplies." Under the DCC the following items should be considered: secure telephones, a copy machine, automated or manual scheduling boards, a fax machine, desks/tables and chairs, TEMPEST computers, computer printers, LMRs, base station for LMRs, administrative supplies, and an emergency power and lighting system.

2.3.3.2. The CDF may require a multitude of materiel handling and other assorted equipment (for example, forklifts, portable/fixed scales, K-loaders, tow vehicles, portable loading ramps, cranes, tools, and tie-down straps). It may also include blocking and bracing and shoring material, lighting and power units, and LMRs. The CDF and associated work centers normally rely on telephones, scheduling boards, computers, and printers. These work centers may also require a back-up power source and assorted administrative supplies. Augmentees need safety equipment such as gloves, harnesses, back braces, steel-toed boots, reflective vests, wet weather gear, hearing protection, and flashlights.

2.3.3.3. The DPU is often equipped with a copier and a fax machine, computers, a modem, ID tag machine, camera, LAN connectivity, tables and desks, chairs, podium with microphone, emergency power capability, and varied administrative supplies.

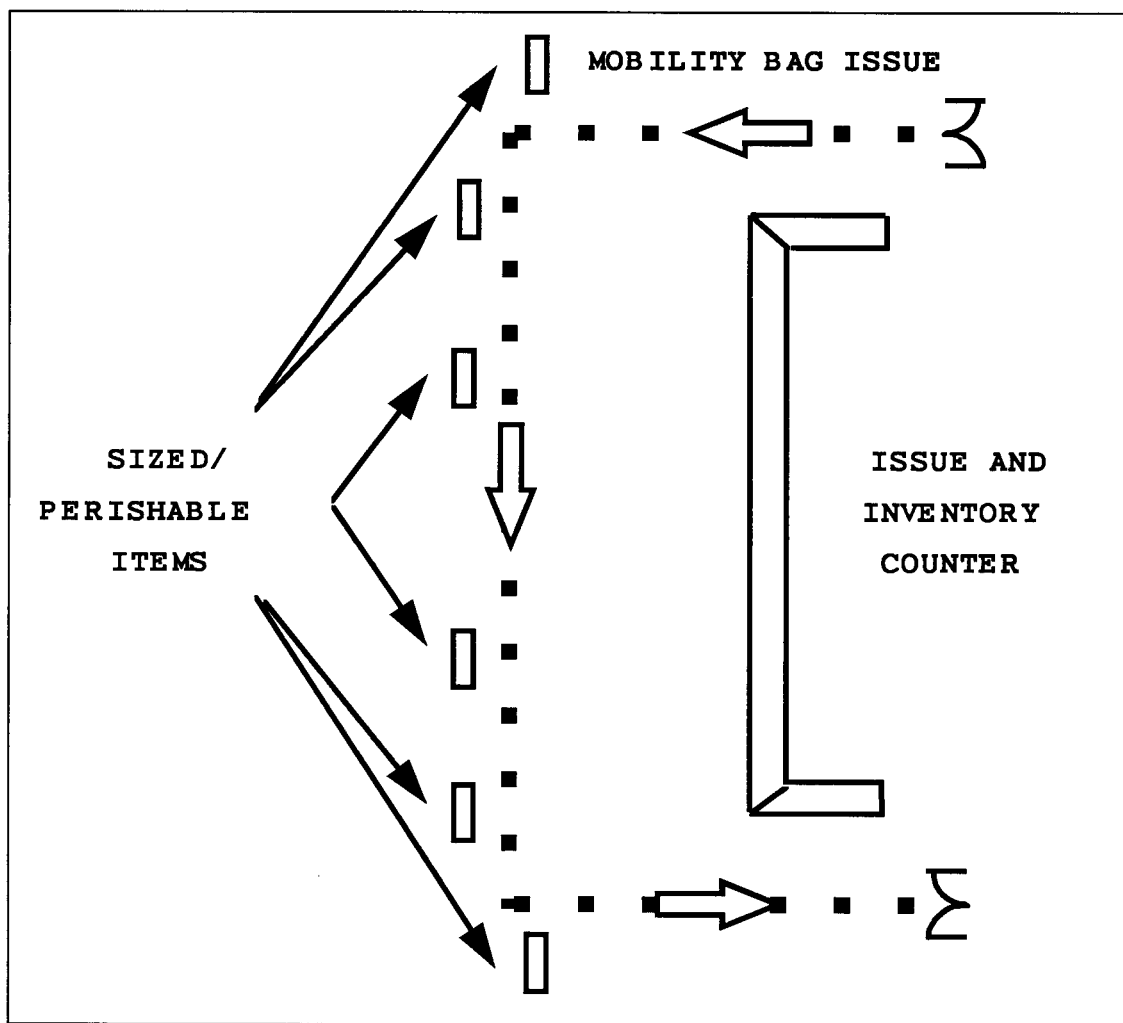
2.3.3.4. Please remember each base and processing center may differ slightly or significantly. Construct the list accordingly and use the equipment and supplies to outline the floor plan or determine square foot requirements.

2.3.4. Designate Mobility Bag and Weapons Storage:

2.3.4.1. Mobility bag and weapons storage requirements differ from base to base. Some units elect to store and maintain their own bags, while others rely on the installation supply squadron for this service. Whichever method is used, the facility or building designator, as well as cargo and personnel flow charts should be included in the IDP. Weapons storage is less flexible due to published security directives. The following diagram illustrates a suggested mobility bag processing line used when bags are centrally stored.

NOTE: Security police, civil engineers, and some other functional areas traditionally have their own weapons storage area. If units are storing their weapons at base supply, a decision should be made on who will move the weapons to the deployment facility.

Figure 2.4 Mobility Bag Issue



2.4. Augmentation Requirements. If augmentation is required, follow procedures and policy identified in AFI 10-217, *Resource Augmentation Duty (READY) Program*

3. Training Process

3.1. Individual Training Subprocess:

A successful training program is critical to a well-tuned deployment process. This is especially critical since many duties during deployment processing are accomplished by augmentees. With the exception of selected positions, personnel required to support deployment functions are generally augmentees. Augmentee wartime duties are usually completely different from

peacetime duties and require specialized training. Selective training normally associated with the deployment process has been identified. The section provides a good departure point to tailor training programs to include both unit and augmentee training.

3.2. Unit Training Subprocess

3.2.1. Identify Requirements:

3.2.1.1. Unit Deployment Manager (UDM): The UDM serves as the unit focal point for identifying and distributing tasking and information at execution. The UDM should be appointed by unit commanders to assist in carrying out specific preparation requirements IAW AFI 10-403. The UDM should receive training in the deployment organization, deployment processing, and training requirements for unit deployment functions. The following paragraphs identify training the UDM should consider when personnel are appointed to key unit deployment positions:

3.2.1.1.1. Increment monitors are appointed to manage specific cargo increments and should be trained in ensuring hazardous cargo is properly packaged, documented, and marked. Duties should include semiannual inventories and/or inspection of equipment, ensuring equipment is moved from unit assembly areas to cargo processing areas. References: AFI 24-201, *Cargo Movement*; *Defense Transportation Regulation, Volume III, Mobility*; AFMAN 23-110, *USAF Supply Manual (forthcoming)*; AFI 31-401, *Managing the Information Management System*; 49 CFR, *Code of Federal Regulations--Transportation*, DODR 4500.32, *Military Standard Transportation and Movement Procedures (MILSTAMP)*, and AFJMAN 24-204, *Preparing Hazardous Materials for Military Air Shipments*. Increment monitors should also receive COMPES (LOGMOD) training on submitting changes/updates and reading/understanding COMPES products.

3.2.1.1.2. Cargo couriers should be trained as required to escort equipment to its final destination. References: AFI 24-201; *Defense Transportation Regulation, Vol III, Mobility*; AFMAN 23-110 (forthcoming); AFI 31-401; and AFJMAN 24-204.

3.2.1.1.3. Classified cargo couriers should be appointed and trained to escort classified cargo to its final destination. References: AFI 31-401; AFI 24-201; *Defense Transportation Regulation, Vol III, Mobility*; and AFMAN 23-110.

3.2.1.1.4. Weapons couriers should be appointed and trained to escort weapons to their final destination. References: AFI 31-401; AFI 24-201; *Defense Transportation Regulation, Vol III, Mobility*; AFMAN 23-110; and AFJMAN 24-204.

3.2.1.1.5. Munitions couriers should be appointed and trained to escort munitions to the final destination IAW AFI 31-401; AFI 24-201; *Defense Transportation Regulation, Vol III, Mobility*; AFMAN 23-110; and AFJMAN 24-204.

3.2.1.1.6. Deployed property custodians should be appointed and trained IAW AFMAN 23-110.

3.2.1.1.7. Cargo prep/pallet build-up/weighing and marking personnel: References: *Defense Transportation Regulation, Vol III, Mobility*; AFJMAN 24-204. TO 35D33-2-2-2, 463L Air Cargo Pallets, TO 35D33-2-3-1, Maintenance and Repair Instructions Air Cargo Pallet Nets, TO 1C-5A/B-9, TO 1C-141-9, TO 1C-130-9, TO 1C-135-9, TO 1C-10KA-9, and TO 1C-17-A-9.

3.2.1.1.8. Hazardous Materials Certified Personnel: Shipper/personnel must be trained and authorized to prepare, package, and certify their hazardous materials. Individuals must, as a minimum, meet the qualifications of a "technical specialist" (References: AFJMAN 24-204 and 49 CFR (for surface shipments))

3.2.2. Schedule Training:

3.2.2.1. If local training procedures have not been established, a program should be established.

3.2.3. Conduct Training:

3.2.3.1. Training can be conducted by either a unit or centralized base training function. Contact IDO for local procedures.

3.2.4. Document Training:

3.2.4.1. All training should be documented to ensure personnel receive credit for the training they have completed. Documentation is maintained IAW applicable directives to ensure personnel are trained.

3.2.5. Manage Training Status:

3.2.5.1. The key to a good training program is to continually identify training requirements, schedule and train appropriate personnel, and document the training provided. Training status should be reviewed on a recurring basis and the program updated as needed. Contact IDO for local procedures. A good management tool may be briefing the wing commander on training statistics and trends.

3.3. Work Center Training Subprocess

3.3.1. Identify Requirements:

3.3.1.1. The host unit commander defines the local procedures for deploying forces and designates an IDO to define and publish local guidance and procedures. (AFI 10-403)

3.3.2. Deployment Control Center (DCC):

3.3.2.1. Provides centralized control, direction, and supervision of all base deployment functions through the IDO. Recommended positions of the DCC include IDO, Personnel, Transportation, DSOE, Supply, Board Posters, Admin, runners, and selected unit representatives. Training for each of the work centers should include a thorough knowledge of AFI 10-403, local procedures, and functional expertise in their respective Air Force specialty code (AFSC)/function.

3.3.3. Unit Deployment Control Center (UDCC) is a recommended work center:

3.3.3.1. The UDCC is responsible for coordinating all unit level deployment activities. This could include a Unit Deployment Manager Cargo (UDMC) and a Unit Deployment Manager Personnel (UDMP) if the unit processing is large enough to warrant additional support. They should be trained in base level deployment functions and functional area expertise.

3.3.4. Cargo Deployment Function (CDF):

3.3.4.1. Responsible for all transportation actions required to deploy cargo and personnel. Responsible for arranging on-base transportation requirements to support the deployment activities. Not applicable when APS operates CDF. Also responsible for all actions necessary to receive, marshal, manifest, and load cargo aboard deploying aircraft or vehicles. Training should include AFI 10-403, local deployment management documents, and more importantly functional expertise in their CDF duties. Recommended work centers include:

3.3.4.1.1. Load Planner(s): Develop pre and final load plans. Ensures aircraft allowable cabin load (ACL) is fully utilized.

3.3.4.1.2. Quality Control: Ensures all documentation is correct and adequate.

3.3.4.1.3. Controllers: Manage status of cargo.

3.3.4.1.4. Ramp Coordinators: Act as eyes and ears of the CDF on the ramp. Ensures smooth flow of equipment.

3.3.4.1.5. Cargo In-Check: Responsible for verifying that equipment has been received for processing and passed the inspection checklist for transport.

3.3.4.1.6. Cargo Marshaling: Responsible for the placement of cargo in deployment order.

3.3.4.1.7. Cargo Manifesting and Documentation: Responsible for verifying cargo documentation is correct and for passing information to load planners.

3.3.4.1.8. Load Teams: Transport, load, and secure cargo.

3.3.4.1.9 Passenger Manifesting. Responsible for manifesting personnel.

3.3.4.1.10 Briefing/Holding/Loading. Responsible for troop commander briefings and passenger holding and loading (securing personnel until aircraft loading begins).

NOTE: The CDF is normally responsible for weighing and loading deploying personnel and their baggage. Standard passenger weights are 175 lbs = per person (no bags) and 210 lbs = with weapons and/or CWDE (hand-carried).

3.3.5. Deployment Processing Unit (DPU):

3.3.5.1. Responsible for all actions required to process personnel for deployments and include: Training should include AFI 10-403, local deployment management documents, and more importantly functional expertise in their primary and wartime skills AFSC. Recommended work centers may consist of the following work stations.

3.3.5.1.1. Eligibility/Check-in.

3.3.5.1.2. Emergency Data Cards.

3.3.5.1.3. ID Tags & military & civilian ID cards, Geneva Convention cards, passports & visas

3.3.5.1.4 Orders.

3.3.5.1.5. Medical/Immunizations/DNA samples.

3.3.5.1.6. Finance.

3.3.5.1.7. Legal.

3.3.5.1.8. Chaplain.

3.3.5.1.9. Family Support

3.3.6. Schedule Training:

3.3.6.1. If local training procedures have not been established, they should be developed into an easy to maintain program.

3.3.7. Conduct Training:

3.3.7.1. Training can be conducted by a unit or centralized base training function. Contact IDO for local procedures.

3.3.8. Document Training:

3.3.8.1. All training should be documented to ensure personnel receive credit for the training they have completed. Documentation is maintained IAW applicable directives to ensure personnel are trained. A good management tool may be briefing the wing commander on training statistics and trends.

3.3.9. Manage Training Status:

3.3.9.1. The key to a good training program is to continually identify training requirements, schedule and train the appropriate personnel, and update the program as required. Check with the IDO for local procedures.

3.4. Recommended Deployment Training Requirements/Responsibilities

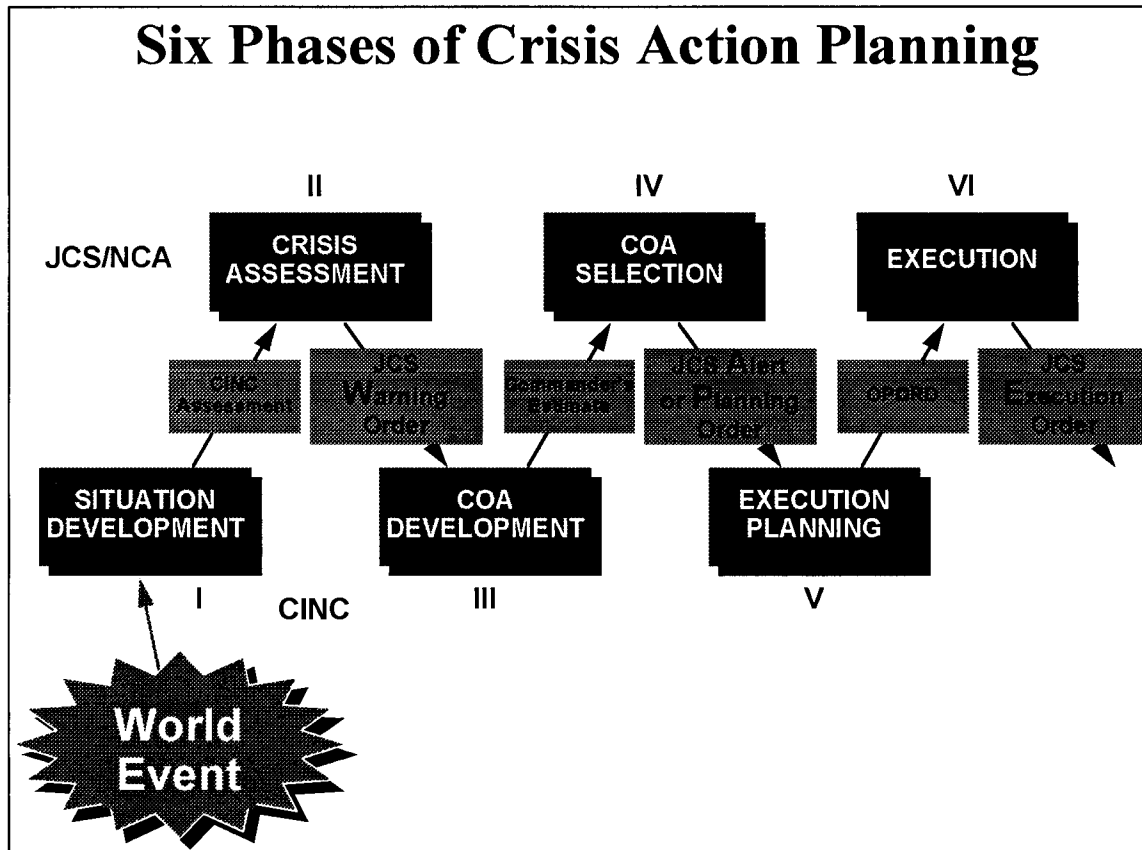
TYPE OF TRAINING	TRAINING FRE- QUENCY	TRAINER/ RECORDKEEPER
Deployment Control Center		
Installation Deployment Officer (IDO), Transportation Control Officer (TCO)		
Work Center Responsibilities, Functions and Interfaces	one time only	Logistics/Wing Plans & Combat Readiness and Resources
Cargo Preparation/Pallet Build-up Readiness and Resources	one time only	Combat Readiness and Resources
Hazardous Cargo Inspector's Course	one time only	Combat Readiness and Resources

TYPE OF TRAINING	TRAINING FREQUENCY	TRAINER/RECORDKEEPER
Load Planning Overview	one time only	Combat Readiness and Resources
Controller Function	one time only	Logistics/Wing Plans
Controller		
Work Center Responsibilities, Functions and Interfaces	one time only	Logistics/Wing Plans &; Combat Readiness and Resources
Controller Function	annual	Logistics/Wing Plans
Load Planning		
Cargo Preparation/Pallet Build-up	one time only	Combat Readiness and Resources
Hazardous Cargo Inspector's Course	annual	Combat Readiness and Resources
Load Planning Orientation	one time only	Combat Readiness and Resources
Load Planning Overview (refresher)	annual	Combat Readiness and Resources
AMC Affiliation (Load Plng) Trng	biennial	Combat Readiness and Resources
Ramp Coordinator		
Cargo Preparation/Pallet Build-up	annual	Combat Readiness and Resources
Hazardous Cargo Inspector's Course	annual	Combat Readiness and Resources
Load Planning Overview	annual	Combat Readiness and Resources
Ramp Coordinator	biennial	Combat Readiness and Resources
Deployment Processing Unit (DPU)		
Eligibility Check-in	as required	Military/Civilian Personnel Flights
	by changes	
Medical Station	annual	Medical Treatment Facility
Emergency Data Station	annual	Military Personnel Flight
Orders Preparation	as required	Military Personnel Flight
	by changes	
Identification Station	annual	Military/Civilian Personnel Flight
Financial Station	annual	Accounting & Finance Office
Chaplain Station	annual	Chaplain's Office
Family Support Center Station	annual	Family Support Center

Section B—Deployment

4. Execution Planning Process During Crisis Action (execution) Planning (CAP), everything is subject to change. Once a situation develops, planning goes into high gear which means taskings and priorities (and therefore TPFDDs) could change. This affects what happens at base level. All deliberately planned data at all levels, including base level, could change. However, deliberate planning is not wasted, it is a great starting point. Don't just throw it out and try to start fresh, there won't be time for that. The best advice is to be flexible. The following depicts the six phases of crisis action planning.

Figure 4.1 Six Phases of Crisis Action Planning



4.1. Warning or Alert Order Subprocess

4.1.1. Receive Order:

4.1.1.1. Warning and alert orders are normally sent only to the MAJCOM headquarters and not to the wings. The MAJCOM Crisis Action Team (CAT), battle staff (BSS), or equivalent is responsible for retransmitting the order to the affected wings. This requires prompt action on behalf of the CAT/BSS since timely receipt of this order may not occur. MAJCOMs frequently get information via secure telephone or teleconference and pass that information to subordinate units using similar methods. There will often be information flow prior to an official warning or alert order.

4.1.2. Determine Possible Tasking:

4.1.2.1. The warning or alert order may not contain any specific taskings for a specific weapon system. Compare available plans for details of the warning or alert order for clues as to what may be coming. If the message contains actual UTCs or weapon systems identification, actual movement actions may begin.

4.1.2.2. Unless the pending action is in an area with no plan on the shelf, it may be necessary to read over the current plan for the AOR in question. Don't just read the applicable functional annex as important parts of the plan may be overlooked. Read the plan's summary, the basic plan, annexes C & D, as well as your functional annex. Take notes! Don't try to remember everything that's important, write it down in an unclassified format.

4.1.3. Place Personnel on Standby:

4.1.3.1. The requirement for standby (recall if required) varies from base to base and from commander to commander. If a known tasking is coming, personnel should be made available. Placing personnel on standby should allow maximum flexibility on responding to whatever tasking is received. Don't attempt to leave personnel on standby for an indefinite period of time. The longer personnel remain on standby, the less support you could receive from commanders.

4.1.4. Monitor Intelligence Activities:

4.1.4.1. The wing commander should be kept up to date on current intelligence information but the information may not be disseminated through the wing. Intel messages may also come into the wing and be passed around. All messages received should be copied and circulated as much as classification allows. The IDO should discuss with the Intel office the types of intelligence needed and the process necessary to get that information.

4.1.5. Review Shortfalls/LIMFACs:

4.1.5.1. The wing and squadron commanders should already be up to date on shortfalls/LIMFACS. The plans shop should review the shortfalls/LIMFACS of the affected units so any problems expected are known ahead of time.

4.1.6. Conduct Tasking Review:

4.1.6.1. A meeting should be held to review the tasking and establish a concept of operations and concept of support (if enough detail is available). In addition, UTCs to be tasked should be reviewed and prioritized, and LIMFACs/shortfalls identified. Members should include as a minimum, the IDO, personnel, supply, transportation, and tasked units. An additional tasking review may be required when the actual tasking is received.

4.2. Execute/Deployment Order Subprocess:

4.2.1. Receive Tasking:

4.2.1.1. Tasking messages should be addressed to the wing commander. Information addressees should include: IDO, tasked units, logistics plans, current operations, manpower, and military personnel flight/personnel readiness. If an agency receives a tasking message not addressed to these agencies, a copy should be immediately provided to them. Failure to do so can result in failure to meet their tasking. At this point, an airlift flow message may be provided (if airlift is being used). If not received, follow-up with higher headquarters may be required.

4.2.2. Initiate Recalls:

4.2.2.1. Recalls are initiated by the command post at the direction of the wing commander. The entire wing might be recalled or just a part of it. As a minimum, the IDO and DCC staff should be recalled or notified when the wing commander is notified.

4.2.3. Analyze Tasking and Assess Impact:

4.2.3.1. At this point the original tasking should be compared and an additional tasking review meeting should be conducted if necessary.

4.2.4. Distribute Tasking:

4.2.4.1. Tasking messages should be quickly provided to appropriate agencies.

4.2.4.1.1. The people who prepare DSOE need the tasking messages almost as soon as they're received and validated by the wing CAT/BSS.

4.2.5. Provide Deployment Tasking Information to Units:

4.2.5.1. The Personnel Readiness Unit (PRU) should receive reporting instructions for the AOR and provide them to all tasked units. Although a deployment concept briefing is not required, it is a good idea. If a base uses the concept briefing to pass information to tasked units, try to have the briefing as soon as possible after Reference Start Time (RST). If not using a concept briefing, tasked units should be notified (one-on-one) as soon as possible to ensure they understand their tasking.

4.2.6. Initiate Strength Reporting:

4.2.6.1. Units initiate strength reporting according to their directions. Some wings require augmentees to report to their normal duty locations and sign in before reporting to their augmented position while others require augmentees to report directly to their augmented position. Be familiar with local procedures and ensure all augmentees also understand them.

4.2.7. Implement Installation Deployment Plan:

4.2.7.1. Once a deployment tasking is received, the base implements their deployment process. This should include ensuring all READY augmentees are available and the work centers are set up with all of the required equipment and supplies. Don't forget night operations. Don't wait until it's dark to ask for light-all to be delivered to the marshaling yards, or other places needing lighting. This is also a good time to remind everyone of safety procedures and equipment. Even though a deployment operation is often time sensitive, not following safety rules is totally unacceptable.

5. Crisis and Contingency Command and Control Process: Early in a crisis, the focus is on gathering and disseminating accurate information. In this vein, command and control is critical to key agencies such as the base command post, CAT/BSS, and the DCC. The most important part of this process is to keep information flowing.

5.1. Activate BSS/CAT:

5.1.1. Although each command and unit has its own BSS/CAT activation procedures, generally expect BSS/CAT activation in stages. When the unit gets the first indication of an impending action, BSS/CAT may begin performing a monitoring function. As action by the unit becomes more likely, BSS/CAT director should activate the full team.

5.2. Increase Reporting:

5.2.1. Theater CINCs are required to increase reporting requirements to keep the National Command Authority (NCA) informed of situation developments. The NCA makes a decision on the course of action to be taken and then passes it on to the military for execution. The tasking source may require units to increase reporting.

5.3. Monitor Status:

5.3.1. A designated POC in each work center should provide status of deployment issues to the IDO who is responsible for status reporting to the BSS/CAT. LIMFAC/shortfall status should be reported also. Status boards and electronic media are helpful management tools for tracking deployment status.

5.4. Monitor Tasking Changes:

5.4.1. Be prepared for changes! Due to dynamic situations, taskings and priorities may change daily; even hourly. Beddown sites, number and type of support airlift, aircraft configurations, etc., can cause extensive changes to unit deployment efforts. In addition, functional area managers at the MAJCOMs may feel a particular unit tasking is valid and the highest priority.

However, since airlift is a national asset and supports all services, airlift priority may be redirected to other services because of the supported commander's priorities.

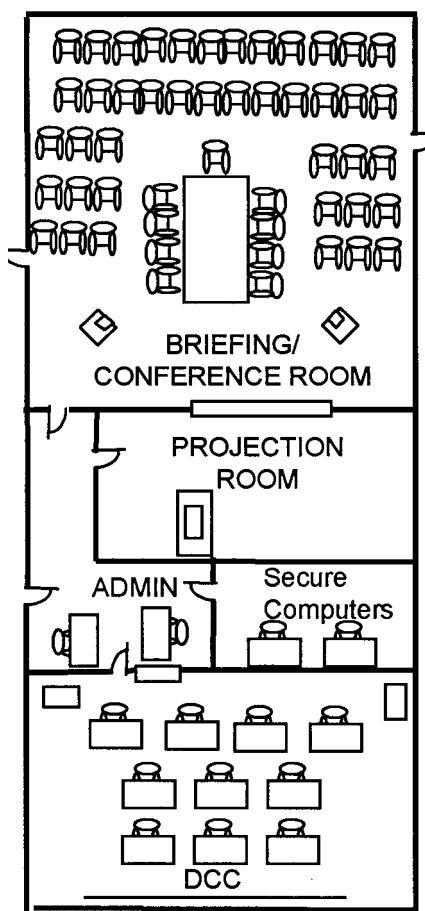
6. Deployment Management Process Deployment management requires all agencies responsible for deployment actions to work together to ensure all taskings are met. Deployment management requires solid command and control in order to operate. Proactive actions are required as reactive responses snowball and recovery becomes difficult.

6.1. Deployment Organization Subprocess

6.1.1. Activate Deployment Functions:

6.1.1.1. Usually, the deployment functions aren't activated until a base receives a tasking to deploy. The times to activate work centers aren't dictated so each base determines when to activate their work centers (recommend documentation in the IDP). Normally, the DCC is the first work center to activate. The DCC is where the action is early on because they're the ones who translate the taskings into a DSOE. Many units prepare and conduct a deployment concept briefing (even though it's not mandatory) and if they do, it's usually done by the IDO. If using the concept briefing to pass information to units, try to have the briefing as soon as possible after RST. The other work centers should be activated in enough time to begin accepting cargo and personnel for processing based on the DSOE. The following diagram represents a recommended briefing/conference room, DCC, and associated support areas:

Figure 6.1 Example of Briefing/Conference Room within DCC.



6.1.1.2. Activate DCC:

6.1.1.2.1. The DCC is the focal point for all deployment actions on a base and reports to the wing commander's BSS/CAT.

6.1.1.3. Activate CDF:

6.1.1.3.1. The CDF should be activated when directed by the IDO. The OIC/NCOIC of the CDF should ensure all required resources are readily available to properly receive, inspect, marshal, and load equipment to meet support transportation requirements. If joint air and surface operations are required, procedures should be clearly developed. Upon activation of the CDF all assigned personnel should be briefed on the nature of the deployment. This procedure is often taken for granted. The importance of this particular work center cannot be overemphasized.

6.1.1.4. Activate DPU:

6.1.1.4.1. The IDO is the individual responsible for determining when to activate any base deployment agencies. Normally after receipt of the Warning Order or Emergency Action Message and, depending on the number & timing of taskings, the installation commander initiates base recall procedures. The IDO, through the MPF Chief, activates the DPU. Once notified to activate, the OIC of the DPU should gather all DPU members and brief them on all information they have concerning the deployment and advise them when to set up the processing line.

6.1.1.5. Activate UDCC:

6.1.1.5.1. The UDCCs should be activated upon direction of the IDO. Normally after receipt of the Warning Order or Emergency Action Message the installation commander initiates base recall procedures. Once notified to activate, the UDM should gather work-center members and brief them on all the information they have concerning the deployment and advise them when to set up the cargo/unit assembly areas.

6.2. Deployment Schedule of Events (DSOE) Subprocess:

6.2.1. Building a DSOE:

6.2.1.1. There are no hard and fast rules about building a DSOE, except they should give the unit a good picture of who, what, where, and when their people and equipment should be ready to meet their deployment taskings. If the planners have access to the Wartime Aircraft Activity Report (WMP-4 extract), they can get an idea of what type of airplanes fly from and through a base. It's a starting point to determine what type of airlift might support the deployment. In an execution mode, the DCC receives an airflow message or at least a phone call specifying what type of airlift, who's flying it, when it's arriving and departing, and what the wartime allowable cabin load (ACL) is.

6.2.1.2. Building a useful DSOE for a deployment is not an exact science. However, there are things planners should be aware of when building a DSOE.

It is critical to know the unit's tasking, the destination, destination time of arrival, required delivery date, and mode of transportation prior to building a DSOE. The information is part of the OPLAN TPFDL and should be used if available. If not available, DOC statements and MISCAPs should be used to determine timing. Another thing to remember is everything can't fit on the same airplane and everything can't go first! Prioritize the out-movement as much as possible.

6.2.1.3. Know what is available at the deployment location. This is very important. The order in which forces deploy is partly determined by TPFDL timing, but if a TPFDL is not available, the type of destination is important. If a base is tasked to deploy an aviation UTC to a base, consideration should be made on what other units might be going there (lead unit Vs follow-on unit). If they are not a lead unit, chances are the base won't deploy until the deployment infrastructure is in place (PERSCO, APS, CE, SPS, SVS, etc.) Personnel accountability is of utmost importance to a deployed commander. Knowing what resources are available and when others arrive is fundamental. For these reasons PERSCO teams should be on the first aircraft of lead units. It is not good practice to have the aircraft arrive and not have a place for people to sleep and eat. Also, security for the aircraft, POL, fire and crash support, munitions availability, etc., should be considered. When reviewing a TPFDL, it may not show many support UTCs going from the base. Don't start adding equipment and people to deployment packages because someone else is probably already tasked to deploy the UTCs a unit "thinks" they need. Tailoring packages may depend on the destination. Any tailoring of UTCs should be identified to the agency that tasked the unit to ensure additions will have sufficient airlift and deletions are not critical.

6.2.1.4. Flexibility is the key to developing a sound and workable DSOE. Scheduled times should be based on the above information after consideration of the following:

- Distances between facilities.
- Is there sufficient materiel handling equipment (MHE), buses, etc., to move cargo and people?
- Good or inclement weather can affect timing.
- Type of support airlift.
- Number of pax (recommend dividing passenger loads into more than one chalk for large passenger airlift, i.e., 747).
- Type of cargo. Some cargo takes longer to inspect and load than other types of cargo.
- Sometimes support airlift arrival times are unpredictable--even with an airflow message.
- Other things unique to your base should also be considered.

6.2.2. Prioritize Out-movement:

6.2.2.1. As we stated earlier, everything can't go first. Deliberate planning eases the transition to the execution mode. If the prioritization with all tasked units is completed, when it comes time to prepare a DSOE, the hard work is already done. Since planners can't possibly know everything about every functional area and their requirements, they should work closely with unit representatives in order to prioritize out-movement of people and equipment. Some MAJCOMs require the use of the Movement Priority Field in LOGMOD-B LOGPLAN, and other MAJCOMs require "canned," draft load plans for a certain number of loads, and some don't require anything at all. Be sure to check MAJCOM guidance to determine what applies. One important thing to remember is, some units may ask to change the order in which their equipment and personnel are deployed (even after the schedule was worked out with them). Changes should be closely scrutinized and held to a minimum.

6.2.3. Departure Intervals:

6.2.3.1. Departure intervals in a contingency situation depend on the airflow tasking/air tasking order (ATO) received through the Global Decision Support System (GDSS) or Command and Control Information Processing System (C2IPS). (Note: For

those units without JOPES or GDSS/C2IPS, tasking will come from their MAJCOM specifying which ULNs are scheduled on each specific aircraft per the ATO. This may accelerate or decrease the timing schedule on the DSOE.

6.2.4. Putting the DSOE on Paper , i.e., AF Form 2511, Personnel Processing Schedule of Events; AF Form 2512, Cargo Processing Schedule of Events (or on a computer such as LOGMOD-B modernized):

Figure 6.2 DSOE example (Meets all airframe requirements)

EVENT	TIME	EVENT	TIME
Assembly Complete	2:30*	Cargo Assembly Complete	6:15**
Weigh-In/Check-In Complete	:30*	Start Cargo Marshaling	6:15**
Pax Processing Interval	:01*****	Complete Marshaling	4:00**
Complete PAX Processing	2:15**	Load Plan Complete	4:00**
PAX Briefing Complete	:30***	Start Cargo Loading	3:15**
TDY Orders Complete	2:00**	Complete Cargo Loading	1:00**
PAX Manifest to QC	1:30**	Cargo Manifest to QC	1:00**
Start PAX Loading	1:30**	Cargo Courier Briefed	:45**
Complete PAX Loading	:45**	Acft Commander Briefed	:25**

* Before Start Processing Time

** Before Departure Time

*** After Complete Processing Time

**** Plus 10 Minutes for Overhead

6.2.5. Distributing the DSOE:

6.2.5.1. Once the schedule is completed, the next most important task may be to ensure all the key work centers and affected units receive the DSOE. There are many ways to do this. Some units use runners, fax machines, local area networks, and other methods. The method chosen should be the one that works best for a base. It's a good idea to keep track of who gets the schedule so there's no doubt the unit and work centers know what's expected of them.

6.2.6. Tracking DSOE Actions:

6.2.6.1. People who work in the deployment work centers use the DSOE to track the actions required to ensure the people and equipment are processed and loaded on the support transportation (airlift, sealift, or vehicles) in time to meet their departure schedule. It's like an itinerary. The people who track these times are usually augmentees working in the DCC. Everyone involved should receive training on the importance of tracking times and elevating times that are potentially going to cause late loads.

6.2.6.2. A single POC from each work center should provide status to the DCC. This should ensure, if using status boards or electronic media to track status, all boards in all work centers match. Don't put a time on the board or in the computer unless the action was really completed. **Don't assume actions are happening just because they're on the schedule. Be proactive and stay on top of things.** Don't wait until 5 minutes before an action is supposed to be completed, and then check on the status--chances are it may be too late. As for late times on boards or computers, don't become wrapped around the axle on late times. There may be some late times, but the important times are the personnel processing complete, marshaling complete, cargo/pax load start and complete, and of course, the departure time. If there are late assembly times, the deployment should still recover in most cases.

6.2.7. Updating the DSOE:

6.2.7.1. Here are some reasons changes are made to the schedule of events: taskings change, airlift changes, broken equipment causes something to move to a different load, etc. The key is to make changes only when absolutely necessary. It may be a good idea to recap changes in the remarks. Recommend changes be distributed to affected agencies immediately. Areas not affected may receive the changes at a later time to ensure they have a complete DSOE. All changes to the DSOE should come from the DCC to the units and work centers.

6.2.8. DSOEs for Atypical Units:

6.2.8.1. A typical unit is a fighter or bomber unit whose taskings are straight forward and they deploy from home station to one deployed location. An atypical unit is an airlift unit, a special operations unit, or a unit whose deployment mission isn't so straight forward. This section describes some things that are atypical when it comes to preparing a DSOE.

6.2.8.1.1. Units tasked to deploy to many locations at the same time may have a difficult time preparing a DSOE because they take into consideration more locations and required delivery dates (or closure) at those locations. For example, a C-141 unit

not only has to be concerned about moving their own support equipment to different deployed locations but move other unit's equipment as well. This sometimes makes the planner's life difficult when preparing a DSOE.

6.3. Load Planning Subprocess

6.3.1. Load Planning Training:

6.3.1.1. Aircraft load planning is a complex task. Having qualified load planners is necessary and is critical to the deployment process. All potential load planners attend the AMC Affiliation Course and are required to be at least hazardous materials inspector qualified to become a certified load planner.

Load planners are taught safety and aircraft utilization. Most units today use the Computer-Aided Load Manifesting (CALM) system to prepare load plans. While easier than doing the old-fashioned way (with templates and forms), CALM users should practice using the system to become proficient. A real deployment is not the time to practice. In addition to regular deployment exercises, load planners should practice every chance they get.

6.3.2. Building Load Plans:

6.3.2.1. MAJCOMs will notify units how (what type of aircraft) their requirements are going to be moving so a proper load plan can be accomplished. MAJCOMs will get the movement schedules from JOPES and inform the units. When building load plans, sequencing of the cargo and personnel and aircraft utilization are two of the most important things to remember. During load planning, the cargo should be properly sequenced based on priority flow. Also ensure that cargo, aircraft, and load plan destinations are the same. The units should coordinate with the logistics planners to ensure the cargo is prioritized to meet the mission requirements at the deployed location. It's very important when building a load plan and moving a piece of cargo from one load to another to coordinate with the DCC. They should ensure the move won't cause a problem at the deployed location.

6.3.3. Review Draft Load Plans (if available):

6.3.3.1. Some units take prioritization of cargo a step beyond by preparing draft load plans. Although it's not mandatory, it's in the base's best interest to have some draft load plans for at least the initial support element (S1) of the aviation UTCs since that is usually one of the first things to deploy and takes the longest to load plan. Also, it's good practice for the load planners to be involved in preparing draft load plans.

6.3.4. Distribute Load Plans:

6.3.4.1. Once the load plans are accomplished, all the key players should receive them. As a rule, the following people and agencies need the indicated number of copies of load plans: Ramp coordinator (1) aircraft commander (1-original), load team chief (1), and station file copy (1). The DCC should also receive a copy. The load plans should be available for the airframe being loaded IAW the DSOE. The load plan is NOT the same as the cargo manifest. The Cargo Manifest (DD Form 1385) or its automated equivalent is the official manifest IAW MILSTAMP.

6.3.5. Cargo Manifest:

6.3.5.1. Cargo load plans cannot be used as cargo manifests. It's absolutely essential that a manifest be prepared for each chalk to ensure in-transit visibility from port of origin to final destination. The individuals assigned to this function should be extremely knowledgeable of the requirements of DOD 4500.32R. If there is not an automated capability to produce the manifest, a DD Form 1385 is used. It's highly recommended sample copies be developed to use as a reference. It's imperative that the units provide the manifesting section all of the required data (e.g., transportation trailer data for HAZMAT, sensitive, classified, etc.). Most of this required information can (and should) be readily available by initiating a worksheet for the units to fill out for all their increments requiring additional transportation (trailer) data.

6.3.6. Support Airlift Timing:

6.3.6.1. Since the ground times of the various types of airlift play a key factor in how much time a unit has to prepare cargo and people to move on allocated airlift, planners should be familiar with the ground times. Most of the events the DCC monitors are based on the ground times which are based on the specific operation being conducted. For those units that move by surface to a deployed location or to an APOE, take into consideration how long it might take to move the equipment and people to the APOE to meet final required delivery dates. Standard ground times are:

C-5 (On/Offload) = 4+15 hrs

C-5 (En Route Stop) = 3+15 hrs

C-141 (On/Offload) = 3+15 hrs

C-141 (En Route Stop) = 2+15 hrs

C-17 (On/Offload) = 3+15 hrs

C-17 (En Route Stop) = 3+15 hrs

C-130 (On/Offload) = 2+15 hrs

C-130 (En Route Stop) = 1 + 30 hrs

NOTE: En Route Stop = Gas and Go Only

7. Equipment Process This process ensures all cargo is properly identified, prepared, and documented prior to marshaling. This is a unit responsibility usually completed in the unit area. As early as possible, units should identify cargo tasked for deployment and start all documentation (particularly HAZMAT) required during this process to ensure a smooth transition once in the marshaling area. This process is an essential portion of the unit move.

7.1. Accountability Subprocess

7.1.1. Accountability of Deployed Equipment and Vehicles:

7.1.1.1. Prior to execution, UDMS, through base supply, should identify mobility equipment and ensure the correct use codes and UTCs are assigned. This allows supply to prepare deployed custodian account/custody receipt listing (CA/CRLs) when required.

7.1.1.2. Deploying units ensure accountability of deployed assets. To do this, the deploying equipment custodian/vehicle control officer/NCO should identify deploying assets to base supply/vehicle operations. Most bases print a deployed CA/CRL and deployed vehicle for the deploying equipment custodian to highlight the deploying assets and quantities. Supply/transportation should then update their system.

7.2. Cargo Preparation Subprocess

7.2.1. Identify & Prepare Cargo:

7.2.1.1. When preparing for deployments, units should refer to the squadron or shop LOGPLAN materiel list to ensure they have the required equipment. LOGPLAN materiel lists should be accurate (pen and ink changes are permissible) and equipment earmarked and marked in advance (if possible), IAW AFI 10-403. Upon notification of deployment, units should prepare cargo IAW Defense Transportation Regulation, Vol III, Mobility, AFJMAN 24-204 and 49 CFR (for surface shipments).

7.2.2. Identify & Document Hazardous Materials:

7.2.2.1. Prepare hazardous material shipments IAW AFJMAN 24-204 (49 CFR for surface shipments) and MILSTD 129. Ensure applicable Competent Authority Approvals (CAAs), Department of Transportation (DOT) exemptions, and packaging or compatibility waivers accompany shipments. Classified or signature service hazardous materials are identified by using a DD Form 1387-2, Special Handling Data/Certification, in addition to the Shipper's Declaration of Dangerous Goods. Also, ensure packaging, marking, and documentation capability exists for redeployment to home station. In addition, properly identify hazardous materials moved as individual issues aboard commercial contract aircraft IAW AFJMAN 24-204.

7.2.2.2. It is extremely important that any Explosive class hazardous materials be identified early and applicable information be supplied to the TACC so diplomatic lead times can be met. This applies at all levels of planning. HAZMAT Info (reference AFJMAN 24-204):

- Proper shipping name
- UN number
- Hazard class or division (include compatibility group, i.e., 1.1E, 1.3G, etc.)
- Net Explosive Weight (NEW)

7.2.3. Build-up Cargo Pallets:

7.2.3.1. Pallet profile for all aircraft (i.e., C-141, KC-10, Civil Reserve Airlift Fleet (CRAF) should be considered when preparing cargo pallets. This may significantly reduce the possibility of further modifications at the time of actual loading.

7.2.4. Build-up Baggage Pallets:

7.2.4.1. Baggage pallets should be used when processing 20 or more passengers. Palletize all baggage on a C-5 & KC-10. Baggage pallets should follow the same height and contour restrictions as other pallets.

7.2.5. Deliver Cargo to the Marshaling Yard as Required by the DSOE:

7.2.5.1. At the direction of the IDO, units may begin pre-staging their equipment near the marshaling area without waiting for the DSOE. This is considered "free flowing." Free flowing ensures at least some of the equipment is on-hand in case of early arrival of support transportation (which is common during actual contingencies). However, a word of caution--only allow the first few preplanned chocks to free flow (normally these are the same regardless of tasking). Otherwise, control and accountability may become a "nightmare."

7.2.5.2. Units normally deliver rolling stock while the vehicle operations function normally picks up pallets. Some units have an organic capability to deliver their own pallets. Whenever possible, they should deliver their own pallets to the marshaling yard. Vehicle operations should also provide support when the unit's capabilities are exceeded. The vehicle operations function should be conducted in sufficient time to allow them to respond and deliver the pallets within the window specified by the DSOE. A decision on who will deliver pallets should be made far in advance of any deployment.

7.3. Cargo Processing Subprocess

7.3.1. In-check/Weigh/Measure/Marshaling Cargo:

7.3.1.1. The personnel assigned to this function should be properly trained (i.e., attended locally provided cargo preparation/pallet build-up, hazardous cargo inspectors, and the joint inspection courses). Attention to detail is a necessity in this particular area to ensure all equipment and cargo is properly prepared for movement. It can be very frustrating to have an increment not accepted for loading (at load start time) because of a discrepancy that should have been identified during the in-check process. The bottom line is to have qualified personnel.

NOTE: DD Form 2133, Joint Airlift Inspection Record, is a good checklist to use when preparing cargo for airlift.

7.3.1.2. In order to control the activities within this congested area, a single point of entry is recommended (e.g., cargo in-check/marshaling sign) and controlled by the CDF personnel. The last thing anyone wants is for unplanned and unidentified equipment to suddenly appear. Also, consider any special requirements or procedures that may be required to inspect explosives (e.g., EOD/SP loads usually require a separate holding area). It's a good idea to identify the personnel who perform any "mobile" in-check requirements and ensure enough materials are available. Augmentees should be made aware of hazards

such as liquid oxygen (LOX) carts and explosives. Identify/set up an explosives holding area containing a minimum of two fire extinguishers.

7.3.1.3. A frustrated cargo holding area should be identified for increments having discrepancies (documentation or improper preparation). If this area isn't used for its intended purpose, the cargo flow "bottle-necks," because of attempts to fix increments, instead of in-checking them. Cargo frustrated holding areas were developed for a valid reason so be sure to use them. Perhaps the important thing to remember is to immediately notify the DCC so proper action can be taken to resolve the problem. To expedite fixing discrepancies, it is a good idea for each processing unit to have a "quick fix" team located in the CDF area. Each unit should have a representative (increment monitor) accompany the equipment to the in-check area who can resolve discrepancies or can communicate requirements to appropriate unit personnel.

7.3.1.4. After the increments are properly in-checked, they are ready to be marshaled. Marshaling is nothing more than the orderly assembly of cargo (by chalk) to a location normally called the staging or call forward area. These locations should be identified as sterile areas to ensure the equipment is not "tampered" with (adding or deleting pieces). Some units require restricted area or line badges to enter the marshaling yard.

7.3.2. Identify/Resolve/Elevate Cargo Frustrations:

7.3.2.1. Frustrated cargo is cargo that failed the inspection at the marshaling yard and was set aside until it could be fixed by the unit. Cargo frustration times are tracked because failure to fix a frustrated piece of cargo could impact a unit's capability to support the mission at the deployed location. Having contact with the CDF and tasked units helps quickly resolve cargo frustrations. Here are some ideas to help during a time crisis:

7.3.2.2. An NF-2 light-all is frustrated and the discrepancy is unable to be corrected in time to put it on the load where it's scheduled to deploy. Check to see if there's a light-all scheduled on a later load that's ready and just move it up in the flow. Switch the paperwork showing the transportation control number (TCN), etc., and it's ready to go. The frustrated piece can then be fixed and put on the later load.

7.3.2.3. If a pallet is de-laminated or damaged in some way, as long as the height of the pallet does not exceed 93 inches, the damaged pallet may be set intact on top of a serviceable pallet and then strapped together. The overall height using both pallets cannot exceed 96 inches. This saves the time of having to rebuild the pallet from scratch but it should be used only as a last resort; i.e., pallet is about to be loaded, discrepancy is discovered, and the mission may be delayed if cargo is transferred to another pallet. (If this is done, reweigh the pallet and annotate load plans.) The preferred method is to change the pallet. The same principle for moving rolling stock around in the flow can apply to pallets as well. If there is a frustrated pallet that won't be fixed in time, check to see if there's another pallet of similar height and weight that could be moved up in time to replace the frustrated pallet. Make sure the substitute pallet is compatible with the rest of the load. Some units use a "quick fix" team consisting of cargo experts from one or many units to fix frustrated cargo. When used, the quick fix team should be in close proximity to the frustrated cargo holding area to speed up the notification and fix times. Before moving a frustrated pallet to a later chalk, check with the DCC to ensure it won't affect operations at the deployment location. If cargo is moved around in the flow, the CDF, DCC, and local planners should be notified and the DSOE changed.

7.3.3. Joint Inspection (JI) of Cargo:

7.3.3.1. This procedure should take place at the cargo in-check area. After the JI process is complete, equipment is set up in final chalk order and ready for loading. This procedure varies depending on where you are assigned. For example, most Air Force units with a deployment requirement are self-sufficient and conduct their own inspection using the DD Form 2133, Joint Airlift Inspection Checklist. In any event, this is the last review of the chalk prior to loading operations and it's not the time to perform unit preparation! As was the case during the in-check procedure, it's important to ensure an experienced unit representative is readily available in case of discrepancies that may be fixed on the spot. As a minimum, a load plan (except for passenger and baggage information), and documentation requirements (corrected copies of hazardous materials (HAZMAT) certification forms) should be available. This is the final inspection with both the owning unit representatives and/or cargo terminal representative, and the load plan-qualified Aerial Port representative (loadmaster, if necessary) before the load is accepted. Using a quick fix team (those familiar with equipment or vehicles, documentation, and making on-the-spot decisions for correcting minor discrepancies) can save a lot of time and trouble.

7.3.4. Load Teams:

7.3.4.1. These individuals can either make or break you! Experienced load teams are important to ensure all support transportation departs on time. Because of limited resources (and the expense), local exercises typically simulate loading operations. This practice often sends the wrong signal--load teams are not important. It won't do a unit any good to have a weapon system deploy if the required support doesn't get to the employment location on time. Therefore, it's important to keep these individuals well trained.

7.3.4.2. There are several ways to ensure these individuals remain proficient:

1. Use them on real-world missions; (2) Request Joint Airborne Air Transportability Training (JA/ATT) static loader missions (in conjunction with a local exercise); or (3) The use of mocks (self-help projects). Remember to include the proper training required for surface (trucks) moves.

7.3.4.3. Load team chiefs should be highly motivated and aggressive. They should ensure all members are familiar with the load plan and everyone on the team understands their specific responsibilities. As a minimum, the load team chief should "walk" the entire load at the earliest possible opportunity. This is the final chance for visually checking the load for any obvious discrepancies (wrong placard data, leaks, etc.) prior to loading time. They should not wait until a final load plan is

available; one may not be available until the aircraft arrives. The load team chiefs should check with the ramp coordinator (RAMPCO) or OIC/NCOIC of the CDF if a load plan is not available at least 45 minutes prior to load time. As a rule of thumb, all loads should be ready to load NLT 30 minutes prior to scheduled load start time. This does not mean that the equipment should still be sitting in the call forward area. When possible, it should (as much as possible) be set-up on K-loaders and moved in proximity of where the loading operations take place.

7.3.5. RAMPCOs:

7.3.5.1. RAMPCOs are the “key ingredient” for ensuring a successful command and control element exists between flightline activities and the DCC. These individuals are responsible to the DCC for overseeing and coordinating all aircraft and vehicle loading operations IAW the DSOE and should work closely with the CDF and DPU to ensure all facets of airlift support are met. In short, they should be the “eyes and ears” of the DCC. Therefore, personnel assigned to these positions should be well trained, proactive, aggressive, and senior in rank. Normally, use at least SNCOs or field grade officers--that’s not to say junior NCOs and company grade officers don’t have the knowledge to do the job, but their rank may, and often does, hinder the overall effectiveness of the operation.

NOTE: At AMC aerial ports, the ramp coordinator is a function of the Air Terminal Operations Center (ATOC) and reports to the ATOC duty officer. The RAMPCO should work closely with the aerial port and DCC to ensure all mission data is coordinated and passed to the proper work sections.

7.3.5.2. RAMPCOs should carefully monitor their assigned loads from marshaling complete time until the aircraft or truck departs. During this time, the RAMPCO should be proactive to ensure unexpected “glitches” are promptly corrected to prevent any loading delays. As a minimum, RAMPCOs should visually check their load for any obvious discrepancies (leaks, missing placards, weights, etc.) prior to aircraft arrival. Also, they should be familiar with all the characteristics of the load (HAZMAT, documentation requirements, required waivers, etc.) in order to provide a detailed briefing to the aircraft loadmaster or truck operator. This briefing should be a joint effort with the load team chief.

8. People Process This section provides valuable information concerning the personnel processing activity. Information is provided on the Deployment Requirements Manning Document (DRMD) process and its importance in the entire Manpower and Personnel process. Another essential element of the Manpower and Personnel activity is accountability. Emphasis is placed on the importance of accounting for and tracking deployed manpower requirements and personnel from home station to the deployed or redeployed location. We have suggested ways of staffing your activity and offer recommended checklists, as well as timelines for the setting-up of that activity. The following paragraphs are provided as a base line or starting point to aid in building a successful personnel process.

8.1. Deployment Requirements Manning Document (DRMD) Subprocess:

8.1.1. DRMD:

8.1.1.1. Time permitting, all deployment tasking requirements for a particular contingency, exercise, or deployment are consolidated into a single document, known as the Deployment Requirements Manning Document (DRMD). This document is a very important element of the deployment process for personnel and manpower functions. It provides MAJCOM, NAF, and wings examples for fulfilling exercise, deployment and contingency requirements. It is important because it provides the wing all their requirements for the exercise, deployment, or contingency. Failure to understand the DRMD and what to do with it causes problems throughout the process. Chapter 4 of AFMAN 10-401 gives the specific details on the data elements of the DRMD. The DRMD is vital to mission success.

8.1.2. DRMD Processing:

8.1.2.1. The DRMD should flow through the data pattern traffic (DPT) to the Military Personnel Flight (MPF) or WMO. This process varies from base to base; however, the bottom line is that the DRMD is required by the Personnel Readiness function at the Military Personnel flight.

8.1.2.2. The five keys and essential pieces of personnel deployment tasking information are: (1) Air Force Specialty Code (AFSC), (2) Unique qualifications, (3) Tasked PAS, (4) Date-Required-In-place (DRI), and (5) Duty Location (DLOC).

Every contingency, deployment, or exercise tasking that is built, created, and flowed contains this necessary information, and other data elements relevant to the process.

8.2. Personnel Processing Subprocess (Refer to AFI 10-215, Personnel Support for Contingency Operations (PERSCO), for specific DPU requirements)

8.2.1. Fill Personnel Tasking (Unit):

8.2.1.1. After all the requirements are received and reviewed, they should be forwarded to the units. Personnel should have all the requirements identified by unit and ready to give to the UDM for fill action. The unit is then responsible for providing a name for each requirement on the DRMD to the DPU NLT the time listed on the DSOE.

NOTE: DeMS allows for transfer of information by database file vice hard copy.

8.2.1.2. If the unit is unable to support the tasking, the unit should submit whatever base policy dictates to notify the PRU of its inability to fill the tasking. The PRU elevates the shortfall request to the DCC Personnel representative to see if an individual, to include Air Force civil service employees, with the required AFSCs located elsewhere on base. (Note: The personnel representative to the DCC are responsible for coordinating filler actions. When base resources cannot support the

tasking, they acquire or source resources from other units and whenever possible, identify the fills from other on-station units.) If the AFSC is not on base then a Palace message is sent (see AFI 10-215, *Personnel Support for Contingency Operations (PERSCO)* for Palace messages). Personnel identified or coded in READY positions, will not be a legitimate reason to shortfall a deployment tasking. Additionally, if personnel in those READY positions are processed, they should not be returned to perform READY duties since technically they have already departed the base. Work closely with the IDO and deployment community to determine what is best for the unit.

8.2.2. Assemble Personnel (Unit):

8.2.2.1. Personnel identified for deployment should be assembled in a pre-identified area at the unit NLT the time indicated on the DSOE. During unit assembly, all deploying personnel should be checked to ensure they meet personnel deployment requirements. Also, vehicle operations should be contacted to ensure transportation is available to get personnel to the processing area. This should aid in ensuring all individuals are delivered to the processing area in sufficient time to meet processing time.

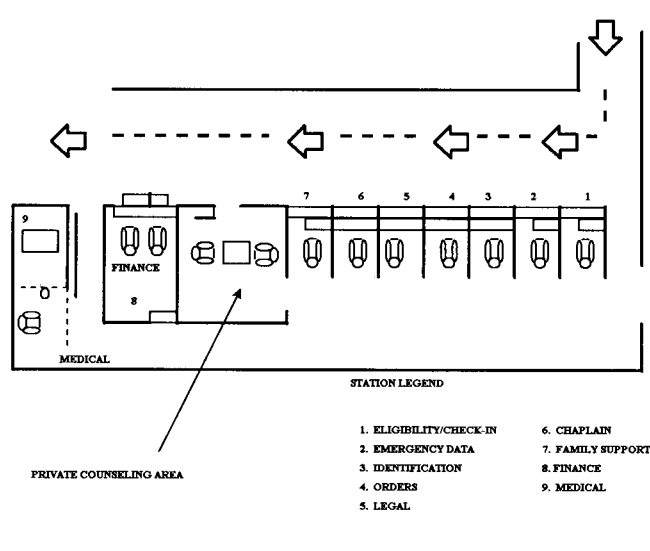
8.2.3. Identify/Resolve/Elevate Personnel Eligibility:

8.2.3.1. Units should attempt as early as possible to identify potential personnel eligibility problems in order to allow the DPU maximum time to try to find qualified personnel from base resources. If qualified personnel are not available on the base, the DCC should be notified so they can elevate the requirement to higher headquarters. In most cases, the commander can waive eligibility factor problems but when they can't, they elevate or shortfall personnel issues.

8.2.4. DPU Processing:

8.2.4.1. The key area for personnel processing is the Deployment Processing Unit (DPU), which is responsible for processing all the personnel requirements contained in the DRMD. Some of the key responsibilities of the DPU are: Advising commanders when personnel are ineligible for deployment; maintaining accountability of deploying personnel from arrival at DPU to base departure; preparing new DD Forms 93, Emergency Data Cards; and preparing ID tags (as requested.) The following is a sample DPU processing line.

Figure 8.1 Sample DPU Processing Line:



NOTE: If a need develops a private counseling room should be available to the judge advocate and chaplain to ensure complete confidentiality.

8.2.5. Staffing the DPU:

8.2.5.1. The DPU should be staffed to control, monitor, and direct all personnel processing. Recommend the DPU be staffed with the following positions: (1) An Officer in charge (OIC), (2) An NCOIC, (3) Eligibility/Check in Station *, Orders station, (4) An ID Card station **, (5) Emergency Data Station, (6) An Identification Tag station, (7). Chaplain, (8) A Legal station, (9) A Medical/ Immunization Station, (10) Finance Station with guard, and (11) Family Support Center station. These positions are covered in more detail later in this pamphlet. Recommend initial briefings be conducted by DPU OIC/NCOIC. Special briefings should be performed by appropriate agency representative.

NOTE: *Should ensure civilians have appropriate passport and visas where required.

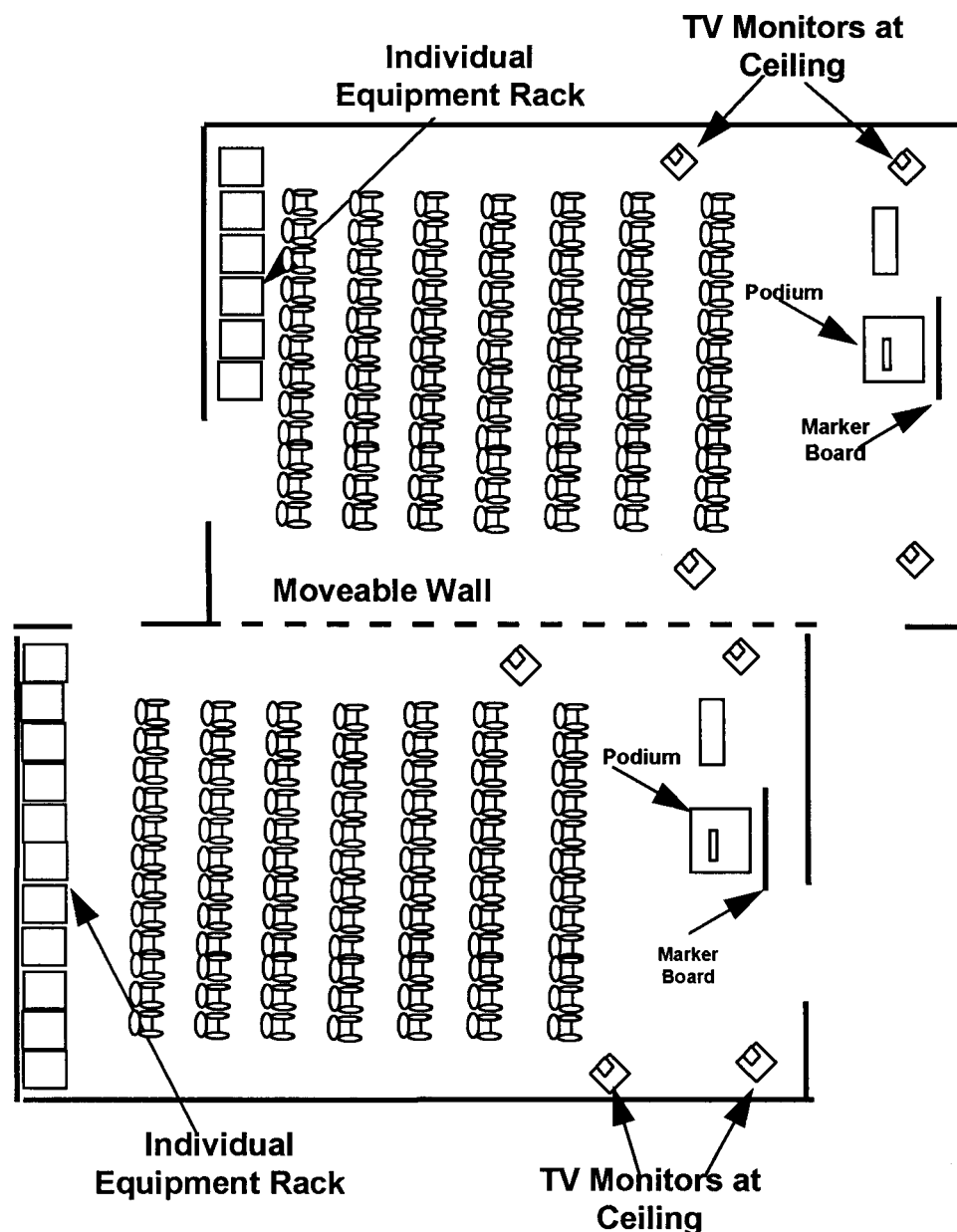
NOTE: **Should ensure civilians have appropriate civilian ID card and Geneva Convention card.

8.2.6. Process Personnel:

8.2.6.1. From the time unit personnel are delivered to the DPU until they are physically turned over to the passenger processing function, the DPU is responsible for full control and accountability for each of them. A controlled area should be

identified to hold all deploying personnel. At that time, they should be briefed to let them know what they can expect during their stay. At this time a recall is a good idea to see if all of the correct individuals are present. The passenger processing function will be handled by air transportation specialists after they move through the DPU. Personnel may be released to the troop commander if for example, airlift is delayed. The following diagram illustrates a recommended briefing/holding area:

Figure 8.2 Recommended Briefing/Holding Area



8.2.7. Check Eligibility:

8.2.7.1. This function or process is important. You should not want to deploy anyone who is not qualified and capable of supporting the mission.

8.2.7.2. Initial responsibility in the review process belongs to the unit commander. They know their people and should send only qualified, eligible personnel to process and deploy. However, sometimes in the heat of battle things fall through the cracks. Although the unit commander has initial responsibility for the review process, final eligibility review is conducted by the DPU! The DPU is responsible for informing the troop commander and/or unit commander of any personnel who they feel are ineligible for deployment.

8.2.7.3. Some of the questions the eligibility station examines when reviewing the unit's listing are: Is the DRMD or equivalent product on hand? Is the DSOE on hand? Upon receipt of the DRMD or local product, verify eligibility of all

personnel. After arrival at the DPU, verify all individuals scheduled for processing are present and notify the DPU OIC or NCOIC and orders function of any shortages or personnel who are determined to be ineligible for deployment.

8.2.8. Flow Mini-Records:

8.2.8.1. MANPER-B is essential to flow mini-records. Perhaps the most important transaction created is the Transaction Identifier Code (TIC) 40E--Mini-record Projection. This update establishes the foundation of systemized personnel strength accountability. This transaction (TIC 40E) is sent through data pattern traffic to, AFPC, supported command, supporting command and the deployed location personnel support for contingency operations (PERSCO) team. Air Force federal civilian and contractor employees will be captured as Record ID "CA" into the MANPER-B system. The 40E will be flowed.

8.3. Orders Subprocess

8.3.1. CEM Orders Preparation:

8.3.1.1. CEM TDY orders are the only type of TDY order used to deploy personnel. AFI 10-215 directs all members deploying on contingencies, exercises, or deployments to receive CEM orders. As stated earlier, the MANPER-B system is used to produce these orders. An individual from the Personnel Readiness function should be assigned to the orders section during deployment processing. AFI 10-215 provides specific guidance on producing CEM orders.

8.3.2. Produce and Distribute Orders:

8.3.2.1. Personnel orders should be produced IAW DSOE. Orders (AFI 10-215) should be produced in sufficient time to prepare passenger manifests and issue to all personnel prior to their departure from the DPU. Unclassified orders should be used unless driven by specific plan, message, or directive. Changes, amendments or new orders, as required, are published and issued before, during and after the deployment. Distribution of orders should be IAW AFI 10-215 and local procedures. Orders should be completed prior to aircraft departure if at all possible. If the orders cannot be completed, a manual passenger manifest list is completed prior to the aircraft's departure. Ample notification of any late orders should be given to the manifesting agency.

NOTE: DPU and CDF should work closely together to ensure either orders or at least a manifest are physically on the aircraft prior to departure. Ensure the personnel accountability kit (PAK) is delivered to the troop commander or senior member of group traveling to different destinations.

Section C—Employment

9. Reception Process

9.1. Reception Subprocess

The reception process involves off-loading and documenting inbound cargo and personnel. The reception of forces can be accomplished by in-place teams or advanced echelon (ADVON) teams, whose sole purpose is the reception and beddown of incoming forces. The key to a successful reception is immediate documentation of incoming cargo and personnel. Cargo received should be placed in a secure holding area until the owning units arrive for pickup. Arriving personnel should at least be documented and briefed regarding their mission, work area, local conditions, and command structure.

9.1.1. Plan ADVON:

9.1.1.1. The primary responsibility of the ADVON is preparation and execution of unit employments. The key to any employment success is the proper identification of employment location capabilities and their limiting factors. The base support plan is the primary document to use in planning and employing units. (Consult AFI 10-404 and MAJCOM guidance for specifics on base support planning and the beddown process.) An ADVON team is not required for every deployed unit. The ADVON or host unit should assist all other units in the beddown process.

NOTE: Recommend judge advocates be included on ADVON team composition, especially during foreign contingencies.)

9.1.1.2. Advanced planning and execution includes:

- Identification of available support.
- Facilities.
- POL.
- Equipment.
- Rations.

9.1.2. Offload Equipment and Personnel:

9.1.2.1. The key to efficient and effective equipment and personnel off-loading is to ensure proper documentation and the disposition of resources. The time to prepare for this process should be prior to employment. The ADVON team or host unit should be the principal agency for planning and executing the reception process.

9.1.3. Verify and Document Arrival of People and Equipment:

9.1.3.1. To ensure accountability it is extremely important for deployed units to carefully document all arriving equipment and personnel. This documentation must be collected and held for the logistics planners that may be arriving late in the flow. See Section D, paragraph 1.1.1.

9.1.3.1.2. PERSCO personnel and their established procedures should be used for documenting arriving personnel. However, if a PERSCO team is not available recommend a person be appointed by the troop commander to maintain accountability until the PERSCO arrives (see AFI 10-215, Unit Commander Responsibilities).

9.1.3.3. The Reception Control Center (RCC) is responsible for ensuring all arriving forces are signed in, billeted, receive information on the facilities, services, and the mission of the base. They should ensure all personnel are put in contact with their unit of assignment or duty sections. The RCC should provide overall direction and coordination of reception and beddown procedures and resolve any problems affecting reception of forces. They should also monitor the inbound force airlift estimated and the actual arrival times of personnel and cargo. The RCC should be activated when forces exceed two personnel deploying at least 1 hour prior to the estimated arrival of the first aircraft. The following is a recommended list of responsibilities of the RCC:

NOTE: When TALCE or MSE is operating at the employment site, RCC representative contacts the passenger service agent to ensure all passengers are accounted for and customs cleared before moving them to the reception area.

9.1.3.3.1. Each agency of the RCC should be responsible for providing required typewriters, forms, handouts, and preparing checklists for their station. A copy of the checklists should be provided to the RCC. The RCC may be collocated with the DCC (if available) to enhance communication and coordination between these two control functions. The senior logistician at the deployed location and the RCC should work together to ensure all problems are resolved at the lowest level.

9.1.3.3.2. The command and control function at the deployed location should report the number of passengers and cargo information to the RCC and coordinate support airlift servicing requirements with appropriate agencies.

9.1.3.3.3. If reception and deployment occur at a location simultaneously, the senior logistician should ensure the RCC receives a copy of the DSOE. The transportation representative for both the RCC and DCC should coordinate schedules to ensure effective utilization of transportation resources.

9.1.3.3.4. Units at the employment location should provide a representative to brief duty schedules, chain of command, supervisors, duty locations, and important phone numbers.

9.1.3.3.5 Units should provide briefing on threat conditions (THREATCON) and mission oriented protection posture (MOPP) levels and applicable status of forces (SOFA), MOPP and THREATCON cards. In addition, a JA representative should brief Rules of Engagement (ROE).

9.1.3.3.6. Public Affairs should provide literature on base facilities, mission of the base, and the local area, if available.

9.1.3.3.7. Safety should provide briefings on flightline driving and other local conditions.

9.1.3.3.8. Medical should provide literature on local area health conditions and conduct a medical orientation.

9.1.3.3.9. Security Police (in coordination with airfield management) should arrange for custom clearances.

9.1.3.3.10. CE should provide literature on disaster preparedness conditions and the necessary protective measures as appropriate.

9.1.3.3.11. Postal or Information Management should provide literature on procedures for receiving and sending mail and hours of operation.

9.1.3.3.12. Services should provide lodging assignments and arrange for extended hours of operation or ground support meals for incoming forces as appropriate. Priority should be given to unit integrity and the homogeneous billeting of commissioned and enlisted personnel. Additionally, they should work closely with PERSCO to document billeting assignments.

9.1.3.3.13. Finance should provide assistance in cash advances and coordinate with local banking facilities for large cash sums.

9.1.3.3.14. Sister Service Representative(s). If incoming personnel include personnel from the Army, Navy, or Marines, a representative from the appropriate service should be available to receive and process their personnel.

9.1.3.3.15. Supply representatives should monitor weapons arrival and storage.

9.1.3.3.16. PERSCO is responsible for the accountability of all forces. Refer to AFI 10-215 for specific guidance

9.1.3.4. The Cargo Reception Function (CRF) should:

9.1.3.4.1. Manage the transportation needs of arriving personnel and deliver baggage to and from designated locations.

9.1.3.4.2. Provide for movement of cargo from holding areas based on prioritization of the unit representative or troop commander.

NOTE: For employment sites with TALCE or MSE support, CRF process is provided by the provisional wing.

9.1.3.4.3. Inform the PERSCO Team of inbound surface deliveries, passenger movement status, and cargo hold and movement status.

9.1.3.4.4. Provide shuttle bus map/routes and arrival and departure times.

NOTE: Pallets and nets are critical; therefore, ensure they are placed back into the system. A holding area should be considered for collecting pallets and nets to be put back into the system. Ensure pallets and nets are properly handled and stored.

9.1.3.5. The PERSCO Team should:

9.1.3.5.1. Assign personnel (3S0X1) technicians to the personnel station to maintain strength accountability.

9.1.3.5.2. Maintain status boards which reflect the status of each load of incoming personnel and their cargo.

9.1.3.5.3. Process incoming personnel through PERSCO prior to being released to their unit. Personnel should process through PERSCO and remain in the holding area upon completion of their processing or until they are released to employing unit representatives. Personnel not processed off incoming flights through PERSCO should report to PERSCO as soon as possible.

9.1.3.5.4. Ensure the PERSCO Team Chief coordinates all briefings and provides incoming personnel with all necessary handouts.

9.1.3.5.5. Collect two copies of individual travel orders and verify the actual arrival of individuals against the Employment Requirements Manning Document (ERMD) produced by the MANPER-B. PERSCO should account for all individuals listed on the orders. Additionally, the processing function should ensure each member has an AF Form 245, Employment Locator and Processing Checklist.

NOTE: Customs officials may inspect both the baggage and personnel at the assembly point prior to processing. Use as many custom lines or inspectors as possible for rapid processing. Each country has different requirements. Ensure maximum dissemination of customs information and compliance requirements. Some nations' customs inspections require passengers with their bags opened. Try to maximize the number of inspectors to reduce time.

10. Beddown Process

10.1. After forces are received they should be prepared to perform their mission. The beddown site's infrastructure should be established to meet mission needs. Key areas such as facilities and the airfield should be prepared to achieve mission requirements. Power and water needs should be established, as well as critical communications infrastructure. The use of the BSP, if available, should ease the growing pains of establishing the infrastructure of a beddown site.

10.1.1. Beddown Execution:

10.1.1.1. The successful execution of the beddown process is contingent on proper planning. The proper documentation and use of the BSP should assist in the beddown process.

10.1.1.2. Set up Base Infrastructure:

10.1.1.2.1. Following the BSP guidance should ensure facilities and other installation infrastructure components are activated. Some systems may need lead-time to achieve full operational capability. These should be activated immediately upon notification or arrival at the installation.

10.1.1.3. Designate Facilities:

10.1.1.3.1. Facilities should be identified in the BSP. If possible, get an update on condition of facilities prior to the beddown. If this is not possible, the ADVON team (upon arrival at the beddown location) may be able to assess the condition and utility of the facilities. If inadequate facilities are discovered, there are several possible options to consider (1) Attempt to locate additional equipment to compensate; i.e., tents, heaters, plumbing (from on-site or home station); (2) Attempt to locate other facilities; (3) Relocation of unit in theater may be necessary. Keep in mind previously documented LIMFACs their status, and document any new LIMFACs.

11. Command and Control Making deployed operations run smoothly requires knowing the command structure and establishing consistent situation reporting. Each deployed commander and CINC establishes their own reporting requirement. Accurate reporting is crucial to the success of the deployed operating. Defining each required report, reporting times, and OPRs should reduce reporting inaccuracies.

11.1. Reporting Subprocess:

11.1.1. Begin reporting as required for each functional area and as requested by the supported CINC. Ensure higher headquarters and deployed commanders receive the data and information necessary to maintain combat capability. Make reports available to the CAT, BSS, or Logistics Readiness Center (LRC) as required. The senior logistician should take an active role in coordinating all logistics reports.

11.2. Operational Control Subprocess

11.2.1. Develop and Define Organizational Structure:

11.2.1.1. The supported commander identifies and clarifies command relationships and should ensure command relationships and activities are clearly defined.

11.3. Redeployment Planning Subprocess

11.3.1. Plan Redeployment Architecture:

11.3.1.1. Immediately after beddown, plans should be made for redeployment, or forward deployment of resources. The essential element is accurate accounting of all received resources. Pertinent information should be entered into the appropriate automated systems such as MANPER-B and LOGMOD-B.

11.3.2. Preplan Redeployment Airlift:

11.3.2.1. While accounting for all received resources, the deployed logisticians begin to prepare calculations for required redeployment airlift. Prior to the redeployment order, attention should be concentrated on accounting for received resources. Continue to calculate aggregate airlift requirements for redeployment.

11.3.3. Preplan Redeployment Load Plans:

11.3.3.1. As with the initial deployment, some redeployment load plans can be canned (accomplished early). This may speed up the redeployment process when given the go ahead to redeploy.

11.3.4. Prepare Redeployment Plan:

11.3.4.1. As a minimum, a priority flow, DSOE, and specific redeployment responsibilities should be included.

Section D—Redeployment

12. Redeployment Order Process: Several things occur during the redeployment process, starting with the receipt of the redeployment order, and then the activation of the redeployment team. Lastly, the modes of transportation (airlift/sealift/ground) need to be identified--it is essential to prioritize cargo for the various modes of transportation.

Logistics planners or other designated individuals, on behalf of the deployed commander, are normally responsible for coordinating and monitoring redeployment/base closure activities. The redeployment concept applies to onward or forward redeployments as well as return to home station. Each type of redeployment requires the same types of actions detailed in this section. It is important to understand that redeployment IS NOT "deployment in reverse." First, units/UTCs are most likely to be incrementally redeployed/forward deployed to retain residual capability at that location and to retain residual supportability of remaining forces. Therefore, logisticians (supply, transportation, maintenance, and contracting), with the assistance of other planners, should plan for movement of parts of units/UTCs. Fragmented UTCs or ULNs are more likely than a "everse TPFDD." Second, redeploying may, for political or diplomatic reasons, be far more rapid than the deployment phase.

12.1. Receive Redeployment Order:

12.1.1. Redeployment planning actually starts before the deployment--when the Joint Task Force (JTF) staff first gathers to plan the operation. Redeployment activities should begin long before a redeployment order is received. Logistics planners need to begin planning upon arrival at the deployed location. This requires coordination with all deployed functional areas, as well as the host nation's customs representative. As the logistics planner may not be on the initial or early loads, consider appointing an individual from another logistics area to be responsible for document collection. At deployed sites with multiple units, the lead unit is responsible for redeploying all the units at the site.

12.1.2. The command organization at a deployed location varies depending upon theater and the designated lead single service command or JTF. The redeployment order originates at JCS or the joint command headquarters, then is forwarded to the deployed commander. The deployed commander usually tasks LG/J4 as lead agent for execution of redeployment activities; however, determination of units and timing is primarily a commander and DO/J3 decision. (Note: Any redeployment order should be authenticated by the deployed commander prior to any actions taken. A bogus redeployment order could cause serious mission degradation.)

12.1.3. Unit moves are normally classified and redeployment information should be controlled and provided on a strictly need-to-know basis. Remember, redeployment includes forward deployment, as well as return to home station.

12.1.4. Identify preliminary redeployment team members; anticipate the formal deployed commander tasking as early as possible; and recommend establishing a Redeployment Assistance Team (RAT). They are the overall coordinators for accomplishing actions at the deployed site--getting the troops, equipment, and supplies back to home station or forward location. Suggested team composition: maintenance support, transportation (aerial port representative), vehicle operations, logistics plans, supply, services, personnel, and civil engineering representatives.

NOTE: When TALCE or MSE is tasked to coordinate redeployment airlift operations, the RAT team and TALCE should work in concert to ensure closure times are met.

12.1.5. Collect as many deployment documents as possible--these are invaluable as references for the team to create the return documentation. For example, use packing/load lists/manifests or CA/CRLs to track assets and units when forward deployed and their redeployment status; i.e., destroyed, captured, excessive restoration costs, and reorder information. At the deployed location, the reception area is a good source for many of these documents and to account for equipment, collect cargo manifests, load plans, hazardous cargo documentation, etc. Knowing where assets are located, whether they are redeployable, and where the deployment documentation is, should reduce labor-intensive efforts when the redeployment order is received. Know what equipment remains or needs to be returned to other units. Further, build-up teams should have an advantage when repackaging. Also, this should aid in estimating actual weights when creating the return load plans and manifests.

12.2. Activate Redeployment Team:

12.2.1. Planning for redeployment should be considered during pre-deployment and deployment phases. Ensuring the proper personnel with the necessary skills and training are deployed should reduce the amount of field training required in the combat environment. In order for logisticians to train redeployment teams in every task, the commander should ensure a core capability is deployed.

12.2.2. The deployed commander establishes procedures for preplanning redeployment, processing returning personnel and equipment, returning materiel to custodian officers, and attaining operational readiness after returning to the home station. This can be accomplished by forming a RAT (these individuals should be knowledgeable in the preparation of DSOE, load planning, strength accountability departure messages, load and packing list requirements, hazardous cargo, etc.).

12.2.3. The commanders depend on logisticians' knowledge of the redeployment process requirements. Therefore, identify logistics members and points of contact as early as possible and specify a specific desk or other location to deposit information for later redeployment planning. Further, logisticians are usually responsible for training and equipping the redeployment team in every task. Wherever possible, use the same people who were part of the deployment build-up process. Customs processing and load planning functions should be at the top of the priority list. The redeployment effort should be smoother. Depending on the length of the deployment, it may be appropriate to provide hazardous cargo, pallet buildup, and wide-body aircraft load planning training to ensure smooth load acceptance.

12.2.4. Prior to receiving the TPFDL via daily message, build a consolidated list that includes as many units as possible. This list includes unit line numbers (ULNs), UTCs, short tons, outsize cargo requirements (if known), number of pax, and most importantly, point of origin (home station). Doing this enables some requirements to be consolidated; hence, small increments that would not qualify for dedicated air could be sent to a base close to its home station. Follow up with the owning unit of these small increments via message or phone to ensure they are aware of pax/equipment arrival and arrange for follow up transportation.

12.3. Communicate Pertinent Redeployment Data/Information: When requesting changes, additional airlift, or any other pertinent redeployment information, it is critical to notify higher headquarters or Air Component Command. The Air Component Command HQ will normally establish a redeployment cell--this will be the primary source of information for units regarding redeployment.

13. Equipment Process: Recall various kinds of equipment (WRM, mobility equipment, and host nation and contracted equipment). Prepare cargo (prioritize, identify with unit, destination, and cargo movement markings, identify and document hazardous material, and build-up pallets). Process cargo (in-check, weigh, measure, joint inspect, marshal, prepare cargo manifest, load cargo, process and load baggage, and conduct customs inspections).

13.1. Reconstitution Subprocess:

13.1.1. Recall War Reserve Materiel (WRM):

13.1.1.1. Ensure custodians are assigned for all equipment and that equipment is properly accounted for and prepared for redeployment. All such assets (consumables, equipment, vehicles, etc.) are returned to specific designated locations (not necessarily the deployed unit(s)' home base). Once WRM is released to a using activity, the assets become the responsibility of that unit. One responsibility of this unit is to ensure WRM is returned to the issuing activity or to a different point as determined by the owning MAJCOM in the same condition technical order (TO) as received. At no time should WRM remain in place without authority from the owning MAJCOM.

13.1.1.2. Tearing down a bare base is a major endeavor, plus properly packaging aircraft hangars, GP shelters, latrines/showers, tents, field kitchens, etc., is complicated and labor intensive. (CE personnel should be on site to maintain the tent city and also for the tear down. Consider requesting RED HORSE support to assist in bare-base tear down.) Examine organic capability to tear down a base and identify any needed assistance to the Air Component Command HQ. All bare-base actions will require extensive coordination with engineers, services, and contracting. The tent city mayor is essential to this process and should be among the last to depart. A bare base will be the last element in the redeployment process.

13.1.2. Recall Unit Mobility Equipment:

13.1.2.1. This is where keeping equipment load and packing lists will pay off. Equipment users are generally the best source of how to get the equipment in transportable configuration. Units are responsible for cleaning their own equipment. Plan to process the cargo handling, contracted and general purpose vehicles toward the end of the flow, especially if no Tanker Airlift Control Element (TALCE) or a people-only TALCE is available. Consider customs and agricultural inspections.

13.1.3. Recall Host Nation and Contracted Equipment:

13.1.3.1. These items will be released by the deployed commander based on contract stipulations, requirements, and funding limitations. Equipment for return to the host nation should be reconstituted to the extent possible and in serviceable condition. Any negotiations on damage repair or equipment replacements should be elevated to the Air Component Command for resolution. There should not be any commitments made on behalf of the US without prior authorization.

13.2. Cargo Preparation Subprocess:

13.2.1. Prioritize Cargo:

13.2.1.1. Overall prioritization will be determined by the deployment commander in coordination with operations, maintenance, home station, etc. Assets may not redeploy in the same order they deployed; hence, consider what equipment and personnel are required to generate and redeploy.

13.2.1.2. Ensure there are adequate facilities or make arrangements with host or contractors for capability to wash and clean vehicles and other major equipment items--a major stumbling block in passing customs and agriculture requirements. Also, ensure sufficient materials are available to meet requirements; i.e., packing material, pallets, dunnage, tie-down devices, sea

and rail containers, etc. Make shortages known as soon as possible to Air Component Command for sourcing and delivery. Pallets and nets are critical; therefore, make sure they are placed back into the system. A holding area should be considered for collecting pallets and nets to be put back into the system.

13.2.2. Schedule Cargo for Movement:

13.2.2.1. The deployed units transportation representative for load plan validation provides movement requirements to the theater CINC's designated TPFDD validation staff by whatever means is available; i.e., direct JOPES input, message traffic, or secure telephone/FAX. The movement schedule will be prioritized by the theater CINC and scheduled by USTRANSCOM. Once scheduled for movement, have all preparations completed and be ready to load when transportation arrives.

13.2.3. Identify and Prepare Cargo:

13.2.3.1. Unit identification, destination, and cargo movement markings must be clearly visible to assist transporters to efficiently retrograde equipment. Proper identification and markings are especially important when moving by sea or when aircraft have integrated loads for multiple destinations. One suggestion to aid in identifying unit cargo is to use distinctive, waterproof markings, or placards made of squares of canvas which should be visible from a distance.

13.2.4. Identify and Document Hazardous Materiel:

13.2.4.1. There are strict guidelines as to the placement and mix of hazardous materiel on aircraft IAW AFJMAN 24-204. Marking and documentation of this material are required to alert aircrew to prepare for possible emergency actions while the material is on board the aircraft. Further, the host nation may have additional requirements and restrictions. Ensure personnel trained to certify hazardous material accompany deployed equipment in a real contingency.

13.2.4.2. Plans to manage hazardous wastes that have been generated while at the deployed location should be developed IAW AFI 32-7006.

13.2.5. Build-up Cargo Pallets:

13.2.5.1 Use original load/pack list if available. Carry extra sets of forms to be produced manually, if necessary. If not available, an alternative is to obtain copies from home station before redeployment or have a knowledgeable individual who can perform this manually, possibly be part of the RAT. This can expedite build up and paperwork to include customs clearance. This process will be similar to deployment; however, at deployed locations consider detection of hazardous or contraband items; i.e., alcoholic beverages, weapons, and pressurized containers.

13.2.6. Build-up Baggage Pallets:

13.2.6.1. This will be accomplished (when required) as personnel are processed and manifested before their flight. Have pallets located near passenger manifesting to reduce baggage handling requirements.

13.2.7. Deliver Cargo:

13.2.7.1. MHE, i.e., 463L forklifts and K-loaders. Putting the pallet build-up area and the aircraft silhouette as near to aircraft load sites as possible will help reduce MHE requirements. This will eliminate an unnecessary staging step in the processing scheme and will decrease manpower and time to load aircraft. Since MHE may be at a premium in many areas of the world, preprocess cargo no longer needed for deployed operations for redeployment as early as possible.

13.2.8. Retrograde:

13.2.8.1. Redeployment from a contingency is an expensive venture and all costs are scrutinized at every step in the process for value versus transportation costs. Abandonment is illegal; however, the JTF Commander should be prepared for serviceable, repairable, or condemned equipment abandoned at the contingency site. Equipment whose value warrants retrograde should be separated from property the military no longer needs to keep. The owning service approves by NSN or dollar value, any property to be processed for disposal. This approval will be coordinated by the CINC's Logistics Executive Agent. It should be remembered that only the Inventory Manager (IM) can authorize transfer to the Defense Reutilization Marketing Office (DRMO). When there is no DRMO at the deployed location, everything has to be moved to a location where a DRMO is available. Once it is determined, it is not economically feasible or desirable to transport equipment back to home station, a request should be made to the IM via the supply representative or J4 to transfer the asset to the nearest DRMO or an in-theater user in the case of serviceable assets where a requirement exists. The decision on which DRMO in the AOR to use for disposal should be made by the JTF/J4 or CINC Logistics Executive Agent early in the contingency operation to preclude the temptation for abandonment or retrograde to the wrong location.

13.3. Cargo Processing Subprocess:

13.3.1. Interface with Tanker Airlift Control Element (TALCE):

13.3.1.1. A TALCE will often be deployed to various locations in the AOR. Their responsibility is to provide command and control, en-route servicing, on-load, and off-load of tanker and airlift aircraft involved in deployment and redeployment of an operation. TALCE personnel and equipment are tanker/airlift mission support forces and not participants in the operation. The TALCE will have a process within its structure to establish a marshaling yard for inbound and outbound cargo/equipment. It will be the unit's responsibility to configure or reconfigure items and load to specifications for airlift. In the absence of a TALCE, unit transportation personnel would be primary points of contact. For sea and rail movements, a MTMC and a MSC representative will normally coordinate with an Air Force representative to ensure proper shipping configuration.

13.3.2. In-check/Weigh/Measure Cargo:

13.3.2.1 This point in the process can be expedited by using packing and load lists obtained from the troop commander or aircraft commander package upon arrival. Weights and measures should be checked and verified since what units deployed with may not necessarily be what they leave with. For longer deployments, be aware that increment weights and measurement

may vary widely from what was deployed. Consider processing cargo without a load plan and then build the load plan on accurate data. Also, if using this method at a site collocated with numerous other units from various locations, physically separate the processed cargo.

13.3.3. Joint Inspect (JI) Cargo:

13.3.3.1. This is the final inspection with both the owning unit representatives and/or cargo terminal representative, and the load plan-qualified Aerial Port representative (loadmaster, if necessary) before the load is accepted. Using a quick fix team (those familiar with equipment or vehicles and documentation and make on the spot decisions for correcting minor discrepancies) can save a lot of time and trouble. Use DD Form 2133 as a guide.

13.3.4. Marshal Cargo:

13.3.4.1. Try to minimize moving cargo around. Design the marshaling yard large enough to work in (consider perimeters and holding areas for customs-cleared loads). Marshaling area design should consider pre-JI and post-JI activities, customs, movement of cargo, and size.

13.3.5. Prepare Cargo Manifest:

13.3.5.1. Use the load list obtained upon arrival at the deployed location, which will assist load planners in efficiently building the aircraft commander's package.

13.3.6. Load Cargo:

13.3.6.1. Keep the crews small and ensure every person knows who the loadmasters are and follows their instructions. Ensure each load crew member has required safety gear (i.e., gloves, steel-toed shoes, hearing protection, and reflective belts). Safety is extremely important in loading and off-loading aircraft to protect crews and passengers as well as the airframe.

13.3.7. Process Baggage and Mobility Bags:

13.3.7.1. After bags have been inspected by customs, they will be palletized, weighed, and secured under guard with the rest of the load. If bulk shipping, turn mobags in to a centralized location as soon as possible. Try to bulk ship mobags/weapons.

13.3.8. Baggage Loading:

13.3.8.1. Baggage loading usually occurs in conjunction with the aircraft load; however, time/movement/manpower can be reduced if a pallet is collocated with passenger manifesting or at the assembly point.

13.3.9. Conduct Customs Inspections:

13.3.9.1. The customs officials will likely inspect both the baggage and personnel at the assembly point prior to processing and manifesting. Use as many custom lines or inspectors as possible for rapid processing. Each country will have different requirements. Ensure maximum dissemination of customs information and compliance requirements. Some nations' customs inspections require passengers with their bags opened. Try to maximize the number of inspectors to reduce time.

NOTE: If US customs officials are available at the deployed location, customs clearance is highly recommended to avoid lengthy delays upon return to the US. If your home station does not have customs capability then expect a customs stop at some port of entry on the way home.

14. People Process: Prepare personnel for redeployment by prioritizing, processing, and loading passengers. Ensure records reflect all personnel redeploying and plan for meal requirements including water.

14.1 Personnel Preparation Subprocess:

14.1.1. Prioritize Passengers:

14.1.1.1. The redeploying unit commander will select couriers familiar with the cargo for each load to include classified items as necessary. These couriers will be first on the aircraft, the rest of the seats will be filled according to operational demands. Assigning a block of seats to each commander for each aircraft is usually the easiest and most effective way to redeploy passengers.

14.2 Personnel and Passenger Processing Subprocess:

14.2.1. Out-Process Personnel:

14.2.1.1. Ensure records reflect all personnel redeploying; only the unit commanders can authorize personnel departures. The deployed PERSCO team must complete all redeployment actions required in the MANPER-B system and AFI 10-215.

14.2.2. In-check Pax:

14.2.2.1. Processing should allow for last minute personal amnesty checks for contraband and departure authorization prior to customs inspection. Brief all personnel on contraband before they pass through the amnesty room or box. This may also be the time for passengers to collect rations or reserve meals for the flight home. Coordinate lead times with the food service personnel and build this into the DSOE.

14.2.3. Load Pax:

14.2.3.1. Loading of passengers normally takes place approximately 1 to 1.5 hours prior to takeoff. Make the waiting area accessible to water and latrine facilities and as comfortable as possible, bearing in mind the customs quarantine restrictions. If the waiting period between processing and loading is particularly long, recommend the passengers are processed; then released for a later show time under the control of the senior person or troop commander present. After loading pax, provide forms (vouchers, customs, etc.) to fill out en route--saves time, effort at home station. Also, coordinate with other services for extra space on their aircraft.

14.2.4. Manage Meal Requirements:

14.2.4.1 In-flight meals may not be an option at the location depending on field kitchen capability/availability. Rations may be the only option available for in-flight feeding. For long flights, ensure there is plenty of water/juice. Also, plan meals and break time for pallet build-up crews.

15. Deployment DSOE Process: First, develop a DSOE. Second, prioritize the passenger manifest, keeping in mind those functions that should be among the last to leave. Finally, review and distribute the DSOE, including any changes.

15.1. Develop a DSOE:

15.1.1. Transportation and flightline operations will set the aircraft departure times for each aircraft type so build the DSOE backward from that point. Each step in the process will be timed according to number of personnel on each load and equipment load level of difficulty. In addition to the normal processes accounted for, add time for customs, security measures, local geography, meal processing, aircrew rest, and aircraft preparation. A DSOE should consider the aircraft ETD, aircraft commander brief, pax loading, etc. It does not have to be a formal schedule--may be modified. Notification of aircraft arrival and a "go-ahead" to begin processing cargo may be all that is required.

15.2. Confirm Prioritization:

Common sense should dictate the tear down of a bare base in general terms. Obviously, some scaled down functions should remain until almost all personnel have redeployed. Messing, lodging, communications, PERSCO, and contracting elements will be among the last to leave. For extended deployments, determining which personnel are released to redeploy on the first few aircraft departing can be a complex decision. Experience indicates this is best left to senior leaders to prioritize the pax manifest for the first several aircraft.

15.3 Distribute and Review DSOE:

15.3.1. As a minimum, unit deployment monitor, transportation, personnel, food service, and customs should all review the DSOE timing criteria to ensure ample time for processes based on local conditions. Ensure all affected agencies receive copies of the DSOE and changes.

16. Load plan Process: Review any preplanned load plans. Finalized load plans are accomplished through a qualified load planner. Once load plans are accepted, they are ready to load. Deployed base is now ready to close.

16.1. Review Preplanned Load plans:

If possible, deploy with a load plan-qualified transporter (usually a 2T2X1) and have a copy of CALM software loaded on a laptop computer. The load plans which units deployed with will often be very close to those they will use to redeploy. Some areas that would cause modification of those load plans are: aircraft type, a priority shift in pax or cargo, a change in hazardous cargo, MHE availability, or special handling situations.

16.1.2. Finalize Load plans:

16.1.2.1. Finalizing load plans is accomplished through a qualified load planner. The user representative or TALCE representative will jointly inspect the load against the load plan or redeployment DSOE with the owning organization representative. After the load has passed inspection for proper labels, weights, identified and documented hazardous equipment, security, configuration, and agricultural check, the load plan will be accepted and certified safe to load.

17. Return To Base Reception Process: Time to leave. Coordinate home base nation's customs and agriculture inspections. Personnel and equipment should be processed back into unit and supply records updated.

17.1 Close Deployed Base:

17.1.1 An issue to consider is who closes the base once all people and equipment are gone. The base has to be restored and returned to host country in conditions acceptable to both parties. The deployed senior leadership should consider forming a base closure team (representatives from all functional areas) to ensure an effective transfer of the base is accomplished. Early coordination with the Air Component Command is key to determine agreements made with the host nation concerning base usage and vacating procedures and responsibilities.

17.2. Coordinate Home Base Nation's Customs Requirements:

17.2.1. Proof of customs accomplishment will have to be presented to authorities before off-load; otherwise, there will be delays while it is accomplished.

17.3. Coordinate Agricultural Inspections:

17.3.1. Proof of an agricultural inspection will have to be presented to authorities before off-load; otherwise, there will be delays while it is accomplished.

17.4. Process People Back into Unit:

17.4.1. The home station should already have this in their reception plan. Turn the passenger manifest over to the receiving personnel agent. Redeploying individuals are responsible for completing all required in-processing actions IAW the base procedures. Unit personnel specialists should ensure duty status and TDY history information for military personnel is

properly updated in Personnel Concept III (PC-III) or reported to MPF for update in Personnel Data System (for non PC-III bases).6.5.0. Process Equipment Back into Unit:

17.5.1. The home station will set up a cargo reception area and unit representatives will claim their equipment.

17.6. Update Supply Records:

17.6.1. Equipment custodians should contact supply to process equipment returned to home account or transferred to another unit as applicable. Custodians should maintain copies of all documentation pertaining to the movement of assets for which they have responsibility, i.e., load and packing lists. This documentation may be required for statements for reports of surveys on lost or missing equipment.

WILLIAM P. HALLIN, LT Gen, USAF
DCS/Installations & Logistics

GLOSSARY OF REFERENCES, ABBREVIATIONS, ACRONYMS, AND TERMS

References

AFI 10-201, *Status of Resources and Training System*
 AFI 10-215, *Personnel Support for Contingency Operations (PERSCO)*
 AFI 10-217, *Resource Augmentation Duty (READY) Program*
 AFMAN 10-401, *Operation Plan and Concept Plan Development and Implementation*
 AFI 10-403, *Deployment Planning*
 AFI 10-404, *Base Support Planning*
 AFI 10-503, *Base Unit Beddown Program*
 AFMAN 23-110, *USAF Supply Manual* (forthcoming)
 AFI 24-201, *Cargo Movement*
 AFI 25-101, *War Reserve Materiel Program Guidance and Procedures*
 AFI 25-201, *Support Agreements*
 AFM 28-626, *Functional User Support Manual for the Contingency /Operation Planning and Execution System (COMPES)*
 MAJCOM Level Manpower/Personnel (MANPER) Module, *Users Manual*, (Basic includes C1-8)
 AFI 31-207, *Arming and Use of Force by Air Force Personnel*
 AFI 31-209, *The Air Force Resource Protection Program*
 AFI 31-401, *Managing the Information Security Program*
 AFI 32-4001, *Disaster Preparedness Planning and Operations*
 AFI 32-7006, *Environmental Program in Foreign Countries*
 AFI 32-7061, *The Environmental Impact Analysis Process*
 AFI 36-507, *Mobilization of the Civilian Work Force*
 AFI 36-801, *Uniforms for Civilian Employees*
 AFI 36-2226, *Combat Arms Training and Maintenance Program*
 AFI 36-2238, *Self Aid and Buddy Care Training*
 AFMAN 36-2622, *Base Level Military Personnel System*
 AFI 36-2908, *Family Care Plans*
 AFI 37-128, *Administrative Orders*
 AFI 51-401, *Training and Reporting to Ensure Compliance with the Law of Armed Conflict*
 DODR 4500.32, *Military Standard Transportation and Movement Procedures (MILSTAMP)*
 AFJMAN 24-204, *Preparing Hazardous Materials for Military Air Shipments*
 Defense Transportation Regulation, Vol III, *Mobility*
 AFMAN 177-373, *Joint Uniform Pay System - JUMPS AFO Procedures*
 AFR 177-103, *Travel Transaction at Base Level*
 JFTR, Volume 1, *Joint Federal Travel Regulation*
 AFR 90-13, *Directory of Government Quarters and Dining Facilities* (to become AFCAT 34-602)
 AFR 161-13, *Immunizations and Chemoprophylaxis* (to become AFI 48-110)
 DD Form 2AFACT, **United States Armed Forces Identification Card**
 DD Form 93, **Record of Emergency Data**
 DD Form 114, **Military Pay Order**
 DD Form 115, **Military Payroll Money List**
 DD Form 489, **Privacy Act Statement--Geneva Conventions Identity Card for Civilians Who Accompany the Armed Forces**
 DD Form 1337, **Authorization/Designation for Emergency Pay and Allowances**
 DD Form 1351, **Travel Voucher**
 DD Form 1351-1, **Travel Allowance Payment List**
 DD Form 1351-6, **Multiple Payments Listing**
 DD Form 1173, *Uniformed Services Identification and Privilege Card*
 DD Form 1387-2, **Special Handling/Data Certification NOTE: For classified hazardous materiel only. The Commercial Shippers' Declaration for Dangerous Goods Form is used for all other hazardous materiel**
 DD Form 1934, **Geneva Convention Identity Card for Medical and Religious Personnel Who Serve in or Accompany the Armed Forces**
 DD Form 2122, **Joint Airlift Inspection Record**
 Form W-4, **Employees Withholding Allowance Certificate**
 AF Form 141, **Leave and Earnings Statement**

AF Form 245, **Employment Locator and Processing Checklist**
AF Form 265, **AFO Payment Authorization (JUMPS)**
AF Form 354, **Civilian Identification Card**
AF Form 422, **Physical Profile Serial Report**
AF Form 522, **Grounds Weapons Training Data and USAF Firearms Qualification**
AF Form 594, **Application and Authorization to Start, Stop or Change Basic Allowance for Quarters**
AF Form 601, **Equipment Action Request**
AF Form 623, **On-the-Job Training Record**
AF Form 1098, **Special Task Certification and Recurring Training**
AF Form 1199, **USAF Restricted Area Badge**
AF Form 1297, **Temporary Issue Receipt**
AF Form 1548, **Authorization to Start, Stop or Change an Allotment for Active Duty or Retired Personnel**
AF Form 1745, **Address Change Form**
AF Form 2511, **Personnel Processing Schedule of Events**
AF Form 2512, **Cargo Processing Schedule of Events**
SF Form 1199a, **Direct Deposit Sign-Up Form**
PHS Form 731, **International Certificates of Vaccination**

Abbreviations and Acronyms

ACC–Air Component Command or Air Combat Command
ACL–Allowable Cabin Load
ADP–Automated Data Processing
ADVON–Advanced Echelon
AFSC–Air Force Specialty Code
AFWMPRT Team–Air Force Wartime Manpower and Personnel Readiness
AFRES-WMP-III–AFRES War and Mobilization Plan Part - III
AGE–Aerospace Ground Equipment
ALD–Available to Load Date
AMC–Air Mobility Command
ANG UMIS–ANG Management Information System
AOR–Area of Responsibility
APOD–Aerial Port of Debarkation
APOE–Aerial Port of Embarkation
ARC–Air Reserve Component
AS–Allowance Standards
ATO–Air Tasking Order
IDP–Installation Deployment Plan
BLA–Base Level Assessment
BLSM–Base Level Systems Modernization
BNCC–Base Network Communications Center
BSP–Base Support Plan
BSS–Battle staff
C2IPS–Command and Control Information Processing System
CAA–Competent Authority Approval
CA/CRL–Custodian Account/Custody Receipt Listing
CALM–Computer Aided Load Manifesting System
CAP–Crisis Action Planning
CAT–Crisis Action Team
CDF–Cargo Deployment Function
CEM–Contingency, Exercise, Mobility
CINC–Commander in Chief
CMOS–Cargo Movement Operating System
COMPES Execution System–Contingency Operations/Mobility Planning and
CONUS–Continental United States
CRAF–Civil Reserve Airlift Fleet

CRF—Cargo Reception Function
CRT—Chaplain Readiness Team
CW—Chemical Warfare
CWDE—Chemical Warfare Defense Equipment
DCC—Deployment Control Center
DDF—Deployment Data File
DEC—Deployment Echelon Code
DECA—Defense Commissary Agency
DeMS—Deployment Management System
DEPID—Deployment Indicator Code
DLOC—Deployed Location
DOC—Designed Operational Capability
DOT—Department of Transportation
DPT—Data Pattern Traffic
DPU—Deployment Processing Unit
DPUO/DPUNCO—Deployment Processing Unit Officer/NCO
DRI—Date Required In Place
DRMD—Deployment Requirements Manning Document
DRMO—Defense Reutilization Marketing Office
DSOE—Deployment Schedule of Events
DSSO—Data Systems Support Organization
EMS—Equipment Management Section
EOD—Explosive Ordnance Disposal
EOR—Explosive Ordnance Recognition
ERMD—Employment Requirements Manning Document
ETD—Estimated Time of Departure
FAX—Facsimile Machine
GAL—Global Assets List
GCCS—Global Command and Control System
GDSS—Global Decision Support System
GSE—Ground Support Equipment
HAZMAT—Hazardous Materiel
IDO—Installation Deployment Officer
IDP—Installation Deployment Plan
IDS—Integrated Deployment System
IEU—Individual Equipment Unit
IM—Inventory Manager
ITV—In-transit Visibility
JA/ATT—Joint Airborne Air Transportability Training
JCS—Joint Chiefs of Staff
JDS—Joint Deployment System
JI—Joint Inspection
JOPS—Joint Operation Planning System
JOPES—Joint Operation Planning and Execution System
JSCP—Joint Strategic Capabilities Plan
JTF—Joint Task Force
JUMPS—Joint Uniform Military Pay System
LAN—Local Area Network
LIMFAC—Limiting Factor
LMR—Land Mobile Radio
LOGDET—Logistics Detail
LOGFAC—Logistics Feasibility/Analysis Capability
LOGFOR—Logistics Force Packaging Systems
LOGMODB—Logistics ModuleBase Level
LOGMODM—Logistics ModuleMAJCOM Level
LOGPLAN—Logistics Planning Subsystem

LOX–Liquid Oxygen
LRC–Logistics Readiness Center
MAJCOM–Major Command
MANPERB–Manpower and Personnel Module Base Level
MANPER-M Level–Manpower and Personnel Module MAJCOM
MANFOR–Manpower Force Packaging System
MDS–Mission Design Series
MEFPAK–Manpower and Equipment Force Packaging
MEMI–Master Equipment Management Index
MHE–Materiel Handling Equipment
MILSTAMP Procedures–Military Standard Transportation and Movement
MIS–Management Information Summary
MISCAP–Mission Capability
MOPP–Mission Oriented Protection Posture
MPF–Military Personnel Flight
MRC–Major Regional Contingency
MRE–Meals Ready to Eat
MRI–Mobility Requirement Indicator
MSC–Military Sealift Command
MTMC–Military Traffic Management Command
MWR–Morale, Welfare, and Recreation
NCA–National Command Authority
NCAA–Non-Nuclear Consumable Annual Analysis
NSN–National Stock Number
OPLAN–Operation Plan
OPR–Office of Primary Responsibility
OPSMOD–Operations Module
OT&P–Operations, Taskings, and Priorities System
PAK–Personnel Accountability Kit
PAT–Process Action Team
PDS–Personnel Data Systems
PEC–Program Element Code
PERSCO–Personnel Support for Contingency Operations
PHS–Public Health Service
POL–Petroleum, Oils, and Lubricants
PRC–Personnel Readiness Center
PRF–Personnel Reception Function
PRU–Personnel Readiness Unit
RAMPCO–Ramp Coordinator
RAT–Redeployment Assistant Team
RATSUM–Rations Summary
RCC–Reception Control Center
RDD–Required Delivery Date
READY–Resource Augmentation Duty Program
RLD–Ready to Load Date
RO/RO–Roll-on/Roll-off
RPC–Reception Processing Center
RST–Reference Start Time
SITREP–Situation Report
SOFA–Status of Forces Agreement
SORTS–Status of Resources and Training System
SURF–Standard UTC Reference File
TALCE–Tanker Airlift Control element
TCN–Transportation Control Number
TDY–Temporary Duty
TIC–Transaction Identification Code

THREATCON—Threat Condition
TO—Technical Order
TPFDD—Time Phased Force Deployment Data
TPFDL—Time Phased Force Deployment Listing
TRANSCOM—Transportation Command
TRAP—Tanks, Racks, Adapters, and Pylons
TUCHA—Type Unit Data File
TYPREP—Type Unit Data Report
UAF—Unit Authorization File
UDCC—Unit Deployment Control Center
UDM—Unit Deployment Manager
UDMC—Unit Deployment Manager - Cargo
UDMP—Unit Deployment Manager - Personnel
ULC—Unit Level Code
ULN—Unit Line Number
UMD—Unit Manpower Document
UMIS—Unit Information Management Summary
UPS—Uninterruptable Power Source
UTC—Unit Type Code
UWRM—UTC Configured WRM
VAL—Vehicle Authorization Listing
WAAR—Wartime Aircraft Activity Report
WCDO—War Consumable Distribution Objective
WMO—Wing Manpower Office
WMP—War and Mobilization Plan
WPARR—War Plan Additive Requirements Report
WRM—War Reserve Materiel
WRMO—War Reserve Materiel Officer
WWMCCS—Worldwide Military Command and Control

Terms

Advanced Echelon (ADVON)—An initial deployment element of personnel and equipment within a specific unit type code (UTC). The ADVON portion of a UTC normally consists of the equipment and personnel required to establish an austere operational capability for a period of up to 7 days.

Aerial Port Squadron (APS)—An Air Force organization that operates and provides the functions assigned to aerial ports, including processing personnel and cargo; rigging for airdrop; packing parachutes; loading equipment; preparing air cargo and load plans; loading and securing aircraft; ejecting cargo for in-flight delivery; and supervising units engaged in aircraft loading and unloading operations (see Joint Pub 1-02).

Airlift—The objectives of airlift are to deploy, employ and sustain military forces through the medium of aerospace. Airlift accomplishes the timely movement, delivery, and recover of personnel, equipment, and supplies, furthering military and national goals.

Alert Order—A formal directive issued by the Chairman of the Joint Chiefs of Staff that follows an NCA decision that US military forces may be required; gives essential guidance for planning the prevailing situation, and marks the outset of crisis action planning, Phase V, execution planning.

Allowable Cabin Load (ACL)—The total load that an aircraft can transport over a given distance taking into account weight and volume.

Annex—A document appended to an operation order or other document to make it clearer or to give further details (see Joint Pub 1-02).

Apportion—To make resources available to the commander of a unified or specified command for deliberate planning. Apportioned resources are used in the development of operation plans and may be more or less than those allocated for execution planning of actual execution (see Joint Pub 5-02.1)

Assumption—A supposition about the current situation or a presupposition about the future course of events, either or both assumed to be true in the absence of positive proof, necessary to enable the commander in the process of planning to complete an estimate of the situation and make a decision on the course of action.

Augmentation Forces—Forces to be transferred to the operational control of a supported commander during the execution of an operation (see Joint Pub 5-02.1).

Bare Base—A base having a runway, taxi-way(s), and parking area(s) which are adequate for the deployed force and possessing an adequate source of water than can be made potable.

Base Level Assessment (BLA)—The process of determining wartime base support requirements after deployments and receptions have taken place.

Base Support Plan (BSP)—The installation level planning accomplished to support unified and specified command wartime operation plans, as well as MAJCOM supporting plans. It cuts across all functional support areas in a consolidated view of installation missions, requirements, capabilities and limitations to plan for actions and resources supporting war and contingency operations, including deployment, post deployment, and employment activities.

Basic Plan—The part of an operation plan that forms the base structure for annexes and appendices. It consists of general statements about the situation, mission, execution, administration and logistics, and command and control.

Beddown—Common terminology used for the destination of combat forces in a theater (equivalent to a destination).

Bulk Cargo—Materiel generally shipped in volume where the transportation conveyance is the only external container, such as liquids, ore, or grain.

Cargo—Commodities and supplies in transit.

Cargo Category Codes—Descriptive codes assigned to deploying cargo according to their characteristics and properties. These codes are used for transportation planning as detailed in AFMAN 10-401.

Cargo Deployment Function (CDF)—The installation focal point for monitoring all deployment cargo processing activities.

Combatant Command—Exercised only by commanders of unified and specified combatant commands, COCOM is the authority of a combatant commander to perform the functions of command over assigned forces that involve organizing and employing commands and forces, assigning tasks, designating objectives and giving authoritative direction over all aspects of military operations, joint training, and logistics necessary to accomplish the missions assigned to the command. COCOM should be exercised through the commanders of subordinate organizations; normally this authority is exercised through the Service component commander. COCOM gives full authority to organize and employ commands and forces as the CINC considers necessary to accomplish assigned missions. COCOM includes the authority of operational control (OPCON).

Combat Forces—Forces whose primary missions are to participate in combat.

Combat Skills—Functional wartime requirements (e.g., air base defense) unique to each location and taskings. Unit functional area managers determine combat skills training requirements on known taskings and functional guidance.

Combat Support (CS)—Units or organizations whose primary missions are to furnish operational assistance for the combat forces.

Command and Control Information Processing System C2IPS—System supporting vertical and horizontal connectivity needs extending AMC command control from the GDSS down to the Tanker Airlift Control Element (TALCE).

Component Command—The Service command, its commander, and all the individuals, units, detachments, organizations or installations that have been assigned to a unified command.

Computer Aided Load Manifesting (CALM)—An Air Force system that automates load planning in support of worldwide deployment of forces and day-to-day cargo movement.

Contingency—An emergency involving military forces caused by natural disasters, terrorists, subversives, or by required military operations. Contingencies require plans, rapid response, and special procedures to ensure the safety and readiness of personnel, installations, and equipment.

Contingency Operations—Operations involving the use of US military forces to achieve US objectives, usually in response to an emerging or unexpected crisis. Contingency operations may evolve into sustained military operations.

Contingency Operation/Mobility Planning and Execution System (COMPES)—The Air Force standard automated data processing subsystem of the Joint Operation Planning and Execution System (JOPES) that operations, logistics, and personnel planners at all command levels use to develop and maintain force packages and task requirements for operation plan time-phased force and deployment data.

Convoy—A group of vehicles organized to ensure controlled and orderly movement with or without escort protection.

Crisis Action Procedures (CAP)—A set of procedures which provide guidance for procedures for joint operations planning by military forces during emergency or time sensitive situations. The procedures give the JCS information to develop timely recommendations to the National Command Authorities for decisions involving the use of US Military forces.

Crisis Action Team (CAT)—Command and staff personnel assembled to respond to war, and certain contingency or emergency situations that require continuous action. Its purpose is to provide continuous response during periods of increased readiness and expanded operations.

Deliberate Planning—Operation planning tasks as assigned by JSCP or other directive and performed using procedures outlined in Joint Pubs 5-02.1, .2, and .3.

Deployability Posture—The state or stage of a unit's preparedness for deployment to participate in a military operation.

Deployment—The relocation of forces to designated areas of operations (see Joint Pub 1-02).

Deployment Control Center (DCC)—The installation focal point for deployment operations. The DCC is responsible for all command and control requirements.

Deployment Echelon—A UTC capability that commanders deploy as a single entity. Deployment echelons facilitate deployment planning by identifying a unit's capabilities, materiel, and personnel requirements and designating the sequence of movement.

Deployment Management System (DeMS)—An automated system designed to meet the deploying unit's need to identify and select personnel and equipment resources to meet tasking requirements.

Deployment Order—An order issued by competent authority to prepare forces for movement or to move forces, for instance, to increase deployability posture of units.

Deployment Planning—That part of operation planning concerned with relocation of forces to the desired area of operation.

Deployment Processing Unit (DPU)—The installation focal point for monitoring all personnel processing activities.

Deployment Work Centers—Activities activated during deployments or exercises that process deploying personnel and equipment. These work centers include the deployment control center, cargo processing function, and the personnel processing function.

Designed Operational Capabilities (DOC) Statement—The document prepared by the parent MAJCOM that outlines each measured unit's DOC and contains the unit's identification, mission tasking narrative, mission specifics, and measurable resources (see AFI 10-201, *Status of Resources and Training System*).

Execution Planning—The phase of crisis action procedures (CAP) planning in which an approved operation plan or other NCA-designated course of action is adjusted and refined, as required by the prevailing situation, and converted into an OPOD that can be executed at a designated time. Execution planning can proceed on the basis of prior deliberate planning, or it can take place under a NOPLAN situation.

Execute Order—An order issued by the Chairman of the Joint Chiefs of Staff, by the authority and at the direction of the Secretary of Defense, to implement an NCA decision to initiate military operations.

Feasibility—An operation plan review criterion to ensure that the assigned tasks could be accomplished using available resources.

Global Decision Support System (GDSS)—An AMC command and control system that provides aircraft flight following down to the airlift division level.

Hazardous Cargo—Explosives and other hazardous articles such as flammable liquids and solids, oxidizing materials, corrosive materials, compressed gases, poisons, irritating materials, etiologic agents, radioactive material, and other unregulated cargo.

Host Unit—The organization designed by the host MAJCOM or HQ USAF to furnish support to a tenant unit. The host units develop, publishes, and maintains the base mobility guidance to support the deployment of all Air Force units from a particular base. ANGRC/LGX or AFRES/LGX make these designations for Air Force-gained Air National Guard (ANG) and US Air Force Reserve units, respectively.

Installation Deployment Officer (IDO)—The host-unit officer who maintains base deployment guidance and directs and coordinates base deployments under the direction of the installation commander.

Integrated Deployment Systems (IDS)—system linking the following: Deployment Management System (DeMS), MANPER-B, LOGMOD-B, Cargo Movement Operations System (CMOS), and Computer Aided Load Manifesting (CALM).

In-transit Visibility—The capability provided to a theater combatant commander to have visibility of units, personnel, and cargo while in-transit through the Defense Transportation System.

Joint Operation Planning and Execution System (JOPES)—A continuously evolving system that the Air Force develops by integrating and enhancing two earlier planning and execution systems: JOPS and JDS. JOPES provides the foundation for conventional command and control by national- and theater-level commanders and their staffs. It is designed to satisfy their information needs when conducting joint planning and operations. JOPES includes joint operation planning policies, procedures, and reporting structures, supported by communications and ADP systems. Commanders also use JOPES to monitor, plan, and execute mobilization, deployment, employment, and sustainment activities associated with joint operations (see Joint Pub 5-03.2)

Joint Strategic Capabilities Plan (JSCP)—The Joint Strategic Capabilities Plan (JSCP) conveys strategic guidance, including apportionment of resources, to the CINCs and the Chiefs of the Services, to accomplish assigned strategic tasks based on military capabilities existing at the beginning of the planning period. The JSCP offers a coherent framework for capabilities-based military advice to the NCA.

Limiting Factor—A factor or condition that, either temporarily or permanently, impedes a mission. Examples: transportation network deficiencies; lack of in-place facilities; malpositioned forces or materiel; extreme climatic conditions, distance, transit or overflight rights; and political conditions (see Joint Pub 5-03.2).

Load Plan (Manifest)—A document specifying in detail the payload expressed in terms of passenger and freight carried on one aircraft for a specific destination.

Logistics Detail (LOGDET) Data—The specific identification of materiel planned for deployment within the UTC. It includes detailed data on each stock number, such as weight, dimensions, and Cargo Category Code.

Logistics Force Packaging Systems (LOGFOR)—A MEFFPAK subsystem providing equipment and materiel requirements and summarized transportation characteristics through its Logistics Detail component.

Logistics Module-Base Level (LOGMOD-B)—A COMPES software program base-level planners use to aid deployments.

Logistics Planning Subsystem (LOGPLAN)—A COMPES software package planners use in building detailed material data to support specific OPLANs.

Malposition—To place military units, equipment, or supplies at another location instead of the point of planned use but close enough to reduce reaction time. Reasons one may malposition: host country won't permit storage/staging, not enough storage space, etc.

Manpower and Equipment Force Packaging System (MEFFPAK)—A data system supporting contingency and general war planning with predefined and standardized personnel and equipment force packages. MEFFPAK, which operations in the command and control environment, comprises two subsystems: The Manpower Force Packaging System (MANFOR) and the Logistics Force Packaging System (LOGFOR).

Manpower and Personnel Module-Base Level (MANPER-B)—The base-level automated capabilities in COMPES that support operation, contingency, deployment and exercise planning, readiness, and execution responsibilities.

Manpower Force Packaging System (MANFOR)—A MEFFPAK subsystem that provides (1) The title of the unit for force element and its unique Joint Chiefs of Staff Unit Type Code. (2) The capability statement containing the definition of unit capability. (3) The manpower detail by function, grade (officers only), and Air Force specialty code required to meet the defined capability.

Marshaling Area—The geographic location where a deploying unit will assemble, hold, and organize supplies and/or equipment for onward movement.

Military Sealift Command(MSC)—The single manager operating agency for designated sealift service.

Military Traffic Management Command (MTMC)—The single manager operating agency for military traffic, land transportation, and common-user ocean terminals.

Mini-Records—The TDY mini-record is a small individual data record used for the tracking and management of every individual who is TDY for exercise, rotational, and contingency purposes. Data in the record is updated as changes and corrections occur. The mini-record, when requested, is generated by the MANPER-B System when an individual departs or is projected for departure for contingency.

Mission Capability Statement (MISCAP)—A short paragraph describing the mission capabilities that planners expect of a specific UTC at execution. The statement usually contains pertinent information such as the type of base where commanders will deploy the unit, the unit's functional activities, and other augmentation requirements necessary to conduct specific missions.

Mobilization—The process by which the Armed Forces or part of them are brought to a state of readiness for war or other national emergency. This includes activating all or part of the Reserve components, as well as assembling and organizing personnel, supplies, and materiel.

National Command Authorities (NCA)—The President and the Secretary of Defense or their duly deputized alternates or successors.

Non-Pilot Unit—A unit having a weapon system of functional tasking the same as a pilot (lead) unit. The non-pilot unit normally is not subordinate to the pilot unit, except when the MAJCOM retains control of UTC composition or a parent organization develops a UTC to be distributed to its subordinate units.

Non-Unit Related Cargo—All equipment and supplies requiring transpiration to an area of operations, other than those identified as the equipment or accompanying supplies of a specific unit (e.g., resupply, military support for allies, and support for nonmilitary programs, such as civil relief).

Operational Control (OPCON)—Control exercised by commanders at any echelon at or below the level of combatant command. OPCON is inherent in COCOM and is the authority to perform the functions of command over subordinate forces that involve organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction necessary to accomplish the mission. OPCON includes authoritative direction over all aspects of military operations and joint training necessary to accomplish missions assigned to the command. OPCON should be exercised through the commanders of subordinate organizations; normally, this authority is exercised through the Service component commanders. OPCON normally gives full authority to organize commands and forces and to employ those forces as the commander in operational control considers necessary to accomplish assigned missions. OPCON does not, in and of itself, include authoritative direction for logistics or matters of administration, discipline, internal organization, or unit training.

Operation Order (OPORD)—A directive issued by a commander to subordinate commanders for effective coordinated execution of an operation.

Operation Plan (OPLAN)—A plan for one or more operations that deployed units carry out simultaneously or in a series of connected stages. Higher authorities normally issue OPLANs as directives based on stated assumptions to allow subordinate officers to prepare support plans and orders.

Deployment Processing Unit (DPU)—The installation focal point for monitoring all personnel processing activities.

Personnel Support for Contingency Operations (PERSCO)—A capability providing essential personnel support for all forces deployed TDY on contingency operations and information required for operational and management decisions and control of the deployed force.

Pilot Unit—A unit tasked to develop the standard manpower and/or logistics portion of a UTC package for use by all units (non-pilot) with the same functional tasking or the same weapon system.

Port of Debarkation (POD)—The geographic point (port or airport) in the routing scheme where a movement requirement will complete its strategic deployment.

Port of Embarkation (POE)—The geographic point (port or airport) in the routine scheme where a movement requirement will begin its strategic deployment.

Preposition—To place military units, equipment or supplies at or near the point of planned use of at a designated location to reduce reaction time and to ensure timely support of a specific force during initial phases of an operation.

Redeployment—The transfer of a unit, an individual, or supplies deployed in one area to another area, another location within the area, or to the zone of interior (see Joint Pub 1-02).

Resource Augmentation Duty (READY) Program—A program requiring each installation to identify and validate its own temporary augmentation and local resource needs to meet local exercises, contingency, wartime, or emergency augmentation requirements. READY personnel don't deploy to perform their READY duties.

Shortfall—A lack of forces, equipment, personnel, materiel, or capability, apportioned to and identified as a plan requirement, that adversely affects the command's ability to accomplish its mission (see Joint Pub 1-02).

Standard UTC Reference File (SURF)—File consisting of the LOGFOR subsystem of LOGMOD-B and the MANFOR subsystem of MANPER-B. It contains all the UTCs for which the base or unit is tasked, or available to be tasked.

Starter Stocks—WRM intended to support a CINC until resupply, commensurate with expenditure, is established.

Supported Commander—The commander who has primary responsibility for all aspects of a task assigned by the Joint Strategic Capabilities Plan (JSCP) or by other authority. In the context of joint operation planning, this term refers to the commander who prepares operation plans or operation orders in response to requirements of the Chairman of the Joint Chiefs of Staff.

Swing Stocks—WRM positioned to maximize flexibility to support multiple theaters.

Tenant Unit—An Air Force, Air Force Reserve (AFRES), or Air National Guard (ANG) organization or element that occupies the facilities of, or receives support from, another MAJCOM, AFRES, or ANG component.

Time-Phased Force and Deployment Data (TPFDD)—The computer-supported database portion of an operation plan that contains time-phased force data, non-unit-related cargo and personnel data, and movement data for the operation plan. Information includes in-place units, prioritized arrival of units deployed to support the OPLAN, routing of forces to be deployed, movement data associated with deploying forces, estimates of non-unit-related cargo and personnel movements to be conducted concurrently with the deployment of forces, and estimates of transportation requirements.

Time-Phased Force and Deployment List (TPFDL)—A computer listing of selected data in the TPFDD that specifically includes the information required in Appendix 1 to Annex A of the OPLAN, that is, types and/or actual units required to support the OPLAN, ORIGIN, POD or ocean area, cargo, non-unit-related personnel, and non-unit cargo requirements, etc., as outlined in JOPS Volume 1.

Type Unit Data File (TUCHA)—A file giving standard planning data and movement characteristics for personnel, cargo, and accompanying supplies associated with deployable type units of fixed composition. The file contains the weight and volume of selected cargo categories, physical characteristics of the cargo, and the number of personnel requiring non-organic transportation.

Unified Command—A command with a broad and continuing mission under a single commander and composed of significant assigned components of two or more services, and which is established and so designated by the President, through the Secretary of Defense with the advice and assistance of the Chairman of the Joint Chiefs of Staff, or, when so authorized by the Chairman of the Joint Chiefs of Staff, by a commander of an existing unified command established by the President.

Unit Line Number (ULN)—A seven-character alphanumeric code uniquely describing a unit entry (line) in a JOPES TPFDD (see Joint Pub 1-02).

Unit Type Code (UTC)—A five-character alphanumeric designator uniquely identifying each Armed Forces unit.

Warning Order—A directive used by commanders to advise subordinates of impending action. The Chairman of the Joint Chiefs of Staff may use the warning order as a planning directive to initiate Phase III of the Crisis Action Procedures, course of action development.

CHECKLISTS FOR STYLE

The following checklists are recommendations only and may be modified or deleted if not required.

Index

DCC/IDO CHECKLIST

QUICK REACTION CHECKLIST--DCC LOGISTICS PLANS REP

QUICK REACTION CHECKLIST--DCC TRANSPORTATION REP

QUICK REACTION CHECKLIST--DCC PERSONNEL REP

QUICK REACTION CHECKLIST--DCC ADMINISTRATION

COMMON CARGO PROCESSING--CHOKE-POINTS

CARGO DEPLOYMENT FUNCTION SUGGESTED SET-UP CHECKLIST

CARGO PROCESSING PROCEDURES

LOAD TEAM PROCEDURES

EMERGENCY DATA STATION CHECKLIST

IDENTIFICATION STATION CHECKLIST

FINANCIAL STATION CHECKLIST

MEDICAL STATION CHECKLIST

CHAPLAIN STATION CHECKLIST

LEGAL COUNSELING STATION CHECKLIST

INDIVIDUAL READINESS FOLDER CHECKLIST

UNIT COMMANDER'S RECOMMENDED CHECKLIST

INDIVIDUAL REQUIREMENTS CHECKLIST

RECOMMENDED UNIT DEPLOYMENT MANAGER RESPONSIBILITIES

DCC/IDO CHECKLIST

1. Has the DCC staff been notified or required reporting times?
2. Has a realistic DSOE been published?

3. Is the DCC manned and ready 1 hour prior to the start time?
4. Have arrangements been made for continuous operations?
5. Have all work centers reported to the DCC as being manned and ready?
6. Have pre-charged radios been dispatched to the work centers as required?
7. Has a functional check of land telephone lines and radios been conducted?
8. Are all required publications and supplies on hand?
9. Has a comprehensive concept briefing been developed?
10. Has the DPU been notified of data required for orders preparation?
11. Has the DCC staff been briefed on the deployment changes, decisions, and significant events?
12. Do status charts reflect DSOE information to monitor deployment progress?
13. Is information promptly forwarded to the appropriate work centers as received by the DCC?
14. Is entry to the DCC controlled?
15. Are schedule changes communicated verbally to the work centers and confirmed by changes to the DSOE?
16. Have required cargo couriers been identified to the DCC by tasked organizations?
17. Have classified couriers been identified if required?
18. Have the CDF and DPU been advised of the identification of cargo and classified couriers?
19. Are OPRs contacted by the DCC prior to the not later than (NLT) times on DSOE if completion times have not been reported?
20. Has the CDF advised the DCC of ACL verification or limitations as soon as support aircraft arrive?
21. Has the CAT advised the DCC of the actual time of departure (ATD) of support aircraft?
22. Have required messages/reports been reviewed and dispatched?
23. Have feeding arrangements been coordinated for all deployment work centers and augmentees?
24. Have procedures been established to follow-up on and ensure correction of all discrepancies identified during personnel processing through the DPU?

QUICK REACTION CHECKLIST--DCC LOGISTICS PLANS REP

Upon Notification:

1. Report to DCC.
2. Activate DCC ensuring communications system is operational.

3. Prepare DSOE making adjustments/changes as required. Ensure appropriate work centers/units are informed.
4. Assist the IDO in preparation of concept briefing.
5. Ensure status boards are posted and DCC computer is set up and operational.
6. Attend concept briefing and distribute schedule of events.
7. Monitor status boards. Ensure passengers and cargo will be loaded on support aircraft for on-time departure of support airlift.
8. Identify problems to the IDO to ensure that problems arising during the deployment are identified and corrected by the appropriate agency or commander as quickly as possible.
9. Upon receipt, ensure replacement data is validated with units and the supply representative prior to submitting equipment assistance requests to ensure they are valid LIMFACS. If valid LIMFACS, make necessary changes to the DSOE.

QUICK REACTION CHECKLIST--TRANSPORTATION

Upon Notification:

1. Report to DCC.
2. Notify personnel to man transportation deployment work centers. Load planners and/or a boom operation should report ASAP.
3. Assist logistics plans representative in preparing the DSOE, as necessary.
4. Ensure cargo processing, load data, and support airlift boards are posted.
5. Ensure all transportation work centers are operational. Report the time they are activated to the IDO or logistics plans representative.
6. Review cargo marshaling and aircraft loading schedules for accuracy and feasibility.
7. Monitor and report the progress of transportation deployment activities to the DCC.
8. Review transportation messages and forward them to the IDO for release.
9. Notify the IDO of any problems or delays anticipated or encountered.
10. Track and maintain status boards.
11. Maintain an activity log and thoroughly brief your replacement at shift change.

QUICK REACTION CHECKLIST--DCC PERSONNEL REP

Upon Notification:

1. Report to DCC.

2. Notify Personnel to set up and man the DPU work centers.
3. Assist logistics plans representative by reviewing DSOE prior to publication.
4. Ensure the DPU is operational. Report the time activated and be ready to receive the or DRMD.
5. Ensure personnel processing status boards are posted and accurate.
6. Upon receipt of vacancies notification, fill with on-base resources and notify the tasked unit.
7. Prepare personnel shortfall requests for all unfilled positions that must be filed and forward to the IDO.
8. Immediately notify the IDO of any problems or delays anticipated or encountered.
9. Track and maintain status boards.
10. Maintain an activity log book and thoroughly brief your replacement at shift change.

QUICK REACTION CHECKLIST--DCC ADMINISTRATION

Upon Notification:

1. Report to DCC.
2. Obtain time hack and set clocks.
3. Ensure the following are on hand in DCC:
 - a. Publications:
 - (1) AFIs 10-403 and 10-406.
 - (2) AFJMAN 24-204.
 - (3) Base Deployment Guidance.
 - (4) DCC representatives log book.
 - b. Administrative Materials:
 - (1) Typewriter:
 - (2) Grease pencils.
 - (3) Writing tablets.
 - (4) Pencils and pens.
 - (5) Message forms and DSOE forms.
 - (6) Computer with SARAH-LITE software installed.
4. Set up concept briefing room:

- a. Check projector bulb and spare.
- b. Compile informational packages with DSOE, key personnel roster, ground rules, and simulations (if possible).
5. Ensure only authorized personnel are allowed access to concept briefing.
6. Attend concept briefing:
 - a. Take roll.
 - b. Flip slides.
 - c. Control distribution DSOE.

COMMON CARGO PROCESSING CHOKES-POINTS

1. Hazardous material not in authorized packaging or not properly marked or labeled.
2. Hazardous material certification forms are missing or not accurate.
3. Dimensional data and weight on the placards or shipping labels doesn't agree with final load plan.
4. Secondary loaded items (e.g., items loaded on munitions trailers) are not properly restrained. This results in lengthy delays during actual loading operations.
5. Load team personnel either do not have required equipment (MHE & approach shoring) or they are not readily available at load start time.
6. Missing or illegible markings (axle weights, center of balance, etc.).
7. Missing venting equipment (nite carts, lox carts, etc.) or qualified personnel to connect to the aircraft.
8. Lack of qualified drivers for MHE at the marshaling area and on-load teams.
9. Users not providing proper accompanying shoring (not approach shoring) and dunnage.

CARGO DEPLOYMENT FUNCTION SUGGESTED SET-UP CHECKLIST

1. Brief all assigned personnel on the nature of the deployment (include layout of the CDF if there have been changes or newly assigned personnel).
2. Ensure all required items (signs, cones, stanchions, rope, etc.) are available for identifying and establishing the in-check, marshaling, joint inspection, and loading areas.
3. Establishing the in-check and marshaling work stations:
 - a. Suggested Communications equipment (e.g., hot lines, fax, and hand-held radios).
 - b. Suggested Materials--In-check/Joint inspection, and marshaling:

- (1) Pre/final load plan for each support aircraft, and/or vehicle.
- (2) DD Form 2133.
- (3) Copies of the DSOE
- (4) Tape Measures.
- (5) Tire gauges.
- (6) Fuel level measuring devices made of non-spark-producing materials.
- (7) Scales--suggest six portable scales for rolling stock, and one 463L pallet scale. Drive on/off scales are a plus if available (ensure all scales have been recently calibrated).
- (8) Fire extinguishers (check requirements for authorized explosive holding area).
- (9) Hazardous material spill control kits
- (10) MHE--as a minimum, two 463L 10K forklifts and prime movers.
- (11) Master sample book for the unit's hazardous cargo certification forms.
- (12) AFJMAN 24-204 and 49 CFR
- (13) Explosive holding area (limited quantities). Ensure area is placarded for the appropriate type of explosives has the required fire symbols.
- (14) Letters authorizing unit personnel to certify hazardous cargo (optional).
- (15) Spare 463L pallets and nets; plastic pallet covers; dunnage; and tie-down equipment.
- (16) Spare forms and labels (hazardous certification forms, and hazard warning labels, etc.).
- (17) Template for KC-10 aircraft.
- (18) Air Compressor.
- (19) Safety equipment--reflective vests for night operations, hearing protection, gloves, etc.

c. Suggested Materials--Load teams:

- (1) Final load plan for each support aircraft, and/or truck.
- (2) MHE--a minimum of three 463L Forklifts, two 25 K-loaders and prime movers (tugs, bobtails, etc.) with front mounted pintle hook.
- (3) Truck loading ramps as required.
- (4) Blocking and bracing materials as required.
- (5) Shoring for aircraft as required (these are emergency assets only and each unit is required to provide their own.)
- (6) Hazardous material placards (e.g., explosives).
- (7) Safety equipment--reflector vests for night time operations, hearing protection, gloves, etc.

CARGO PROCESSING PROCEDURES

In-check personnel should:

- a. Inventory each increment/shipment against the load list with the unit representative. Verify items are present or have the unit representative make appropriate adjustments to the load list. Make proper adjustments to the load list so correct data can be updated in COMPES. This is usually the source document load planners use for finalizing actual load plans.
- b. Check all cargo documentation for consistency of proper markings, weight, and dimensions.
- c. Verify hazardous cargo documentation.
- d. Spot check tire pressure, weight, dimensions, and center of balance (CB) markings to ensure accuracy. Check increments/shipments if the placard and load list weights differ, dimensions are close to allowable limits or appear suspect, contain secondary loads (e.g., cargo on trailers), or had several item numbers deleted (e.g., mobility readiness spares packages pallets). If weight, dimensions, or CB differ from preplanned, make corrections and notify load planning. CB is not required for surface moves.
- e. Conduct a thorough physical inspection of all increments/shipments to include opening doors on vehicles, as well as accessible doors and panels on ground support equipment (GSE). Restraints or tie-downs should not be disturbed unless necessary to determine fuel levels or prepare installed batteries. In-check personnel are not required to tear down pallets or unload cargo to search for hidden discrepancies.
- f. Verify that vehicles and GSE are “reasonably free” of built-up dirt, fuel residue, oil, grease, and other flammable or corrosive residue. While “reasonably free” requires a subjective judgment, the goal of this requirement is to:
 - (1) Prevent the shipment of leaking equipment that may endanger personnel or aircraft and vehicle safety. A leak is a loss of fluid or fuel that is readily detected or seen. Five or more drops a minute from a cooling system, crankcase, or gearbox is considered unacceptable, as well as any fuel leak or brake system leak. A damp or discolored seal is not considered a leak unless the above conditions exist.
 - (2) Avoid the spread of agricultural pests and diseases which may exist in accumulations of built-up dirt and mud.
 - (3) Avoid soiling or contaminating the aircraft floor and tie-down equipment with dirt, grease, leaking fluid, because this would endanger the safety of personnel working in the cargo compartment.
- g. Make sure items loaded in the bed of vehicles and trailers are properly restrained for air shipment. All loose equipment should be secured before marshaling. Surface convoys also require the use of proper restraints. These ropes should not be removed, as they may be needed for onward surface movement at their destination. These ropes cannot, however, replace the use of cargo straps or chains to meet aircraft or over-the-road restraint criteria. Items too small to be properly secured should be placed in a restrained box or bin. Light cables and air or heater hoses on GSE may be secured to the unit using tape, rope, cord, or similar material.
- h. If an item is not properly prepared or documentation is incorrect, it should be placed in the frustrated cargo area and the CDF OIC/NCOIC or DCC notified immediately, so that corrective action may be taken.
- i. Ensure keys and combinations accompany the cargo to in-check. Lack of keys or combinations will cause cargo to be frustrated.

LOAD TEAM PROCEDURES

1. Each load team should consist of a team chief and at least three handlers or operators. At the beginning of the shift, the team chief will conduct a safety briefing.

- a. Safe operation of MHE (e.g., speed limits, use of chocks, and need for spotters).
 - b. Safe cargo handling (pallets must be pushed--not pulled, etc.).
 - c. Safety equipment for all load team members, e.g., safety-toed work boots, gloves, reflective gear, etc.
2. The deploying unit should furnish drivers for specialized equipment, including all M-series vehicles. These drivers will load specialized equipment under the supervision of the loadmaster.
3. The load team chief will follow safe loading procedures at all times, as well as ensure:
- a. Cargo is identified and segregated into loads according to the DSOEs.
 - b. The team has sufficient serviceable MHE to perform loading operations.
 - c. The team loads the aircraft or vehicle according to the final load plan or at the direction of the aircraft commander or designated representative.
 - d. Cargo is visually checked for obvious leaks and discrepancies before loading. Notify the RAMPCO of any problems so corrective action can be taken.
 - e. Brief the loadmaster on the load configuration and special loading requirements. Have the team load the aircraft under the loadmaster's supervision.
 - f. Load start and completion times are reported to the DCC.
 - g. When loading 463L pallets into aircraft, ensure that all placards are facing the same aisle-way side in the aircraft.
 - h. Cargo is properly loaded onto trucks with adequate tie-down, as directed by the vehicle operator. All items planned for the truck are loaded.

EMERGENCY DATA STATION CHECKLIST

1. Is the station equipped with:
 - a. Deploying individual's DD Form 93, **Record of Emergency Data**.
 - b. Typist and typewriters.
 - c. Blank DD Forms 93.
2. Check the accuracy of DD Forms 93 with the deploying individual.
3. Prepare a new DD Form 93 only if there is erroneous data on the form.
4. Check to ensure the member has signed in the appropriate place.
5. Typist should act as a witness for the member's signature.
6. Notify the DPU OIC or NCOIC of any significant discrepancies.
7. Provide member with a copy of completed DD Form 93 for inclusion in Personnel Readiness Folder.

NOTE: Notify the DPU OIC or NCOIC if American Red Cross services are required by deploying personnel. A sign may be used to inform deploying personnel of procedures to use if they require the services of the American Red Cross.

IDENTIFICATION STATION CHECKLIST

1. Is the station equipped with:

a. ID tags and chains.

b. ID tag machine.

c. A typewriter.

d. A camera with film (camera lights if required).

e. A suitable background prop for taking ID pictures.

f. Blank DD Forms 2 AFACT, United States Armed Forces Identification Card DD Form 1173, Uniformed Services Identification and Privilege Card (tan), and AF Form 354, Civilian ID Card. (make sure the forms are properly controlled).

g. Blank DD Forms 1172, Application for ID cards.

NOTE: If computer generated ID cards are available on the DPU, substitution of supplies and equipment will be necessary.

2. Complete the following on each individual according to the processing method used:

a. DD Form 2AF, DD Form 1173, and AF Form 354, ID Card. Verify accuracy of the following data:

(1) SSN.

(2) Full name (as much of middle name as space permits.)

(3) Expiration date.

(4) Current grade: SrA, A1C, Amn, and AB will read "Airman." Use actual grade for all others.

b. DD Form 489 and DD Form 1934 data must be verified. Use DD Form 2AF for medics and chaplain personnel. Civilians should be checked against their civilian ID Card or through other available computer products for their correct SSN, name, etc.

c. ID Tags. Verify identification and accuracy of both the tags and replace as necessary.

d. Passport & Visa. If passports are required, check for signature and, if the expiration date occurs during the TDY period, notify either the DPU OIC or NCOIC.

NOTE: Passports for military personnel are not normally required for contingency deployments. DD Form 2AF and valid TDY CEM orders are normally sufficient for military operations. Possession and use of a passport are not a contingency or wartime critical items, but a peacetime management function. However, civilians may require a passport and visa. MAJCOMs will identify those personnel requiring passports for use during peacetime deployments and support of United Nations missions.

3. Reaccomplish forms with discrepancies. DPU personnel are responsible for verifying the accuracy of and need for new ID cards based on a review of the current card and the available personnel products. The ID cards, for some bases, are not prepared by the DPU--for those locations, the cards are prepared in the MPF.

4. Notify the DPU OIC or NCOIC if any significant discrepancies are found.

FINANCIAL STATION CHECKLIST

1. Is the station equipped with:

a Typists and typewriters (optional).

b The following blank forms:

- (1) DD Form 1351, Travel Voucher, and 1351-1, Travel Allowance Payment List.
- (2) DD Form 1351-6, Multiple Travel Payment Listing.
- (3) AF Form 1548, Authorization to Start, Stop or Change and Allotment.
- (4) Form W-4, Employees Withholding Allowance Certificate.
- (5) AF Form 594, Authorization to Start, Stop or Change Basic Allowance for Quarters.
- (6) DD Form 115, Military Payroll Money List, or AF Form 265, AFO Payment Authorization (JUMPS.)
- (7) AF Form 1745, Address Change Form.
- (8) DD Form 114, Military Pay Order.
- (9) SF Form 1199a, Direct Deposit Sign Up Form.

NOTE: If CD ROM capability is available, forms and references may not be required.

c. The following directives (optional at DPU but are available on the base):

- (1) AFMAN 177-373, *Joint Uniform Pay System - JUMPS AFO Procedures*.

(2) AFR 177-103, *Travel Transaction at Base Level*.

- (3) JFTR, Volume 1, *Joint Federal Travel Regulation*, and JTR, Volume 2, *Joint Travel Regulation*

- (4) AFR 90-13, *Directory of Government Quarters and Dining Facilities*.

2. Financial Station Personnel will:

a. Counsel individuals concerning their class X and D allotments.

b. Determine if individual desires advanced per diem.

c. If individuals have not been issued a government procured credit card, or the card is not usable at the deployed location, provide individuals with either advanced pay or maximum partial payment .

d. If locally paid, determine if the individual wants to be placed in the Financial Organization Program or if the paycheck should be sent to the TDY location. Remind members to have a sufficient number of blank checks available for their deployment.

e. If the deployment is over 60 days, check to see if the individual desires continued service by PDS AFO.

f. Notify the DPU OIC or NCOIC of any significant discrepancies.

3. If money is present, a guard will be posted at the Financial Processing Station (AFI 31-209.)

MEDICAL STATION CHECKLIST

1. A minimum of two medical technicians will staff the medical check station.

2. Ensure the following supplies and documents are on hand:

a. Necessary supplies to administer immunizations required for the deployment area.

b. Blank PHS Forms 731.

c. Equipment to adequately ventilate a patient with or without oral tracheal incubation.

d. An ambulance (or physician)? (See note below.)

e. A copy of AFR 161-13, *Immunization and Chemoprophylaxis* (to become AFI 48-110).

f. Telephone or radio for direct communication with physician (if not present on line).

g. Immunization requirements for deployment location.

h. An immunization and medical kit in a ready condition for use in the DPU line and by the immunization team during deployment processing.

i. A highly visible sign informing deploying personnel to advise the immunization station, if they are under treatment, have medical problems (for example, pregnancy, diabetes, and so forth), or are on medication that requires resupply while deployed.

j. Ensure civilians have had a physical exam within the last 6 months prior to deployment. EKG's are required if civilians are over 40 years old.

3. Verify each individual's immunization record to ensure that immunization requirements have been met.

4. Administer the immunizations required for the deployment area:

a. Aircrew immunizations will be based on flying eligibility.

b. Personnel who receive immunizations during processing for wartime and contingencies will not be delayed from deploying.

5. Update the immunization record as required. Record the name, grade, SSN, type of immunization, and date; provide this information to the DPUO or DPUNCO.

6. Observe inoculated personnel for adverse reactions as stated in AFR 161-13.

7. Report to the DPU OIC or NCOIC those individuals having adverse reactions.

NOTE: Substantial USAF precedence exists for giving immunization without a physician's physical presence, as long as the vaccinator communicates with the physician if it becomes necessary. Immediate resuscitation and treatment are ordinarily the responsibility of the vaccinator, even when the shots are given in the hospital. A standby ambulance or suitable vehicle at the out-processing site and a ready anaphylaxis treatment kit are essential to proper management of emergencies by the vaccinator under such circumstances.

8. Notify the DPU OIC or NCOIC immediately of personnel who are determined to be ineligible to deploy.

NOTE: DNA sample may also be directed by HQ USAF, MAJCOM, or other authority for all deploying personnel.

a. Medical personnel will be able to provide a record of those people who have and have not given a DNA sample.

b. Those people who have not given a DNA sample will be tested and data recorded.

CHAPLAIN STATION CHECKLIST

1. Is a Chaplain Readiness Team (CRT) available at the activated DPUs?

2. Are Chaplain Service Support Personnel positioned at the chaplain station to dispense religious materials and act as a contact for persons wishing to see a chaplain?

3. Has a private room or area been designated for use by the chaplain for counseling?

4. Does the CRT inform the unit commander, DPU OIC/NCOIC, or troop commander of any personnel issues affecting the deployment of an individual?

5. Does the CRT ensure a table of religious materials is available and maintained?

6. Does the CRT provide a briefing to deploying personnel regarding religious, moral, and cultural contrasts at their destination?

LEGAL COUNSELING STATION CHECKLIST

1. Is the station equipped with:

a. Typists and typewriters or computers (optional).

b. Blank Power-of-Attorney Forms or other required legal documents.

- c. Notebooks.
 - d. Computers.
 - e. CD ROM readers.
2. If requested, are individuals counseled concerning power of attorney, and are they completed if time permits?
 3. Is it determined if deploying personnel have any legal problems that affect or are aggravated by the deployment? Notify the DPU OIC or NCOIC who will inform the deployed individual's unit if any problems that warrant follow-up action in the individual's absence.
 4. Is the station manned by a paralegal with an attorney on call?

INDIVIDUAL READINESS FOLDER CHECKLIST

1. If used, they should be reviewed periodically (as determined by quality council and documented in IDP.)
2. Items recommended to be maintained as mandatory:
 - a. Orientation briefing.
 - b. Letter of selection for deployment position (primary or alternate).
 - c. Locally developed individual requirements checklist.
 - d. List of clothing requirements.
 - e. Appointment letters (if used).
3. Items recommended to be maintained in the folder as optional:
 - a. ID tags and chains.
 - b. Power of attorney.
 - c. Copy of DD Form 93.
 - d. Shot Record.
 - e. Baggage Tags.
 - f. Other items at the discretion of the individual or Commander.
 - g. Postal Change of Address Form.
 - h. Passport

Note: Items completed prior to appointment can be initialed by the unit deployment manager (UDM) or NCO.

UNIT COMMANDER'S RECOMMENDED CHECKLIST

- a. Appoint a unit deployment manager and alternate if desired. Medical Readiness Officers/NCOs and deployment managers/NCOs should not be assigned to deployment positions.
- b. Assign and train personnel to fill required deployment positions as identified in the SURF of the IDP.
- c. Verify eligibility of deployment personnel.
- d. Ensure all personnel identified or subject to deployment are thoroughly briefed on all aspects of their personal responsibilities for deployment. If deployment is to a chemical warfare (CW) threat area, include the following during the briefing: "You should have one complete operational chemical warfare defense equipment (CWDE) ensemble in your possession. If not, see the unit CWDE custodian or base supply individual equipment unit (IEU) prior to processing through the personnel processing function. You should hand-carry your CW gear on the deployment aircraft. The troop commander or aircraft commander should provide further instructions on donning CWDE prior to landing at your final destination. A briefing or printed instructions on local requirements and individual protective measures should be provided during your in-processing at your deployed location."
- e. Preprocess deployment personnel:
 - (1) Ensure each individual has the items required by the Individual Requirements Checklist.
 - (2) Counsel personnel on the need to keep their personal affairs in order to minimize deployment problems. Advise them that if they desire to have a will, power of attorney, personal life or accident insurance, it is their responsibility to obtain them, before an exercise or actual deployment. When the commander deems such appropriate or necessary, individuals may be directed to consult a legal officer on any matter affecting legal preparedness for deployment. Commanders should use Commander's Call or other appropriate meetings to have base legal office provide an annual briefing to deploying personnel.
 - (3) Select and train classified couriers. If required for the control of unit cargo, select and train cargo couriers.
 - (4) Select, train, and appoint a Unit Postal Officer, Unit Mail Clerk, and alternate Unit Mail Clerk.
 - (5) Update the unit deployment personnel roster as changes occur.
 - (6) Ensure unit self-aid and buddy care instructors provide preparatory training to all personnel identified and subject to deploy. Those identified to deploy should be current in self-aid and buddy care.
- f. Maintain and exercise a current alert notification plan.
- g. Establish procedures, checklists, and charts to ensure control of deployment personnel, equipment, and supplies.
- h. Maintain authorized deployment equipment and supplies in a constant state of readiness and ensure equipment accountability is transferred when deployed.
- i. Conduct deployment exercises and inspections as required, but to the extent necessary to determine the unit's capability to deploy personnel, equipment, and supplies as specified in the IDP. The UDM should send a report of all exercises including problems, questions, and recommendations to the IDO after each exercise or deployment.
- j. Identify and report LIMFACs to the IDO.
- k. Maintain close liaison with the IDO.
- l. Ensure the training records of all required personnel are deployed when the period of temporary duty (TDY) exceeds 30 days.

m. On notification of a deployment, ensure the:

(1) The pyramid alerting and recall system is executed for the unit.

(2) The unit deployment work center is staffed.

(3) The UDM carefully reviews the deployment data listing to ensure listed personnel are eligible for deployment and available for duty. Annotate the listing with the following codes: "C" next to the names of cargo couriers and "CC" next to the names of classified couriers unless specified differently in the IDP. The roster should also be annotated to indicate personnel not available to deploy and substitute personnel.

(a) Signed by the unit commander or a designated representative to indicate the appropriate action has been taken to permit deployment of the individual (i.e., re-enlistment's, extensions).

(b) Initialed by the unit commander or a designated representative to indicate "no action was required" before deployment of the individual (e.g., duty status change, return from leave, TDY, etc.).

n. Personnel are ready at the unit assembly area for movement to the DPU at the time called established by the DSOE. The unit should conduct a personnel eligibility verification, and clothing and equipment check on each person scheduled for deployment before reporting to the DPU for processing.

o. Equipment and supplies are prepared and delivered to the CDF at the time scheduled DSOE.

p. The Deployment Control Center (DCC) is advised immediately when deviations to equipment requirements are necessary.

q. A unit representative attends the Deployment Concept Briefing and advises the DCC of any anticipated personnel and equipment changes or shortages and other limiting factors.

r. Coordinate transportation requirements in excess of unit capability with the ground transport work center dispatcher. Deploying personnel should not be required to provide personal transportation to the DPU except in an emergency.

s. The annotated updated deployment data listing is delivered to the DPU according to the IDP and DSOE.

t. Baggage tags are provided to unit personnel and completed before departing the unit.

u. Comply with unit commander responsibilities if included in the IDP.

INDIVIDUAL REQUIREMENTS CHECKLIST

a. DD Form 2AF, DD Form 1173, or AF Form 354

b. PHS Form 731

c. Passport, if required.

d Identification tags and chain.

e. AF Form 623, **On-the-Job Training Record** (with attached AF Form 1098, **Special Task Certification and Recurring Training**, if required) (required for military personnel only).

f. Current AF Form 141, **Leave and Earnings Statement** (N/A to reserve component personnel) (1 of the last 2 months).

- g. Government drivers license, if applicable.
- h. AF Form 1199, **USAF Restricted Area Badge**, if applicable.
- i. DD Form 489 or 1934 (N/A for ANG units).
- j. Two pairs of prescription eyeglasses, if applicable (N/A to Reserve component personnel).
- k. One hearing aid and two sets of batteries, if applicable (N/A to Reserve component personnel).
- l. Personal clothing and equipment as determined by the host commander and documented in the IDP. Personal clothing should be packed in duffel bags, barracks bags, B-4 type bags or commercial luggage with rounded corners, but not in footlockers or trunks. Personal baggage limitations according to transportation regulations are two pieces at 66 pounds total weight excluding deployment bag and tool boxes. Carry-on baggage should be limited to one piece not to exceed 9 by 15 by 24 inches in dimension. (Excess baggage should be authorized in orders.)
- m. Individual tool kits, professional kits, and any personal protective equipment required to perform duty. Hand-carry one complete operational CWD ensemble onboard deployment aircraft when applicable.
- n. A 30-day supply of medications if under medical treatment. You should advise the DPU immunization personnel if you are currently receiving medical treatment or have a chronic medical problem so your record may be reviewed.
- o. Spectacle inserts for gas masks, when applicable.
- p. AF Form 1297, **Temporary Issue Receipt**, for cargo couriers if weapons are to be issued.
- q. Completed AF Form 522, **Grounds Weapons Training Data and USAF Firearms Qualification**, detachable portion, (or automated equivalent) if weapons qualified.
- r. Personal Legal Affairs. Members should make every effort to put their personal legal affairs in order well in advance of any deployment. This may include determining personal life insurance needs, or consulting a legal officer to determine whether a will, power of attorney, or other form of legal assistance would be necessary or beneficial to the member or any Family members. If a will, power of attorney, or other legal document is desired, the member should make necessary arrangements on a routine basis with the base Legal Assistance Office or a private attorney since such assistance will not normally be available on the deployment processing line.

RECOMMENDED UNIT DEPLOYMENT MANAGER RESPONSIBILITIES

- a. Are unit commanders and staff informed of the deployment status of unit personnel subject to deployment?
- b. Can the unit deployment work center be immediately activated?
- c. Is a copy of the IDP available in the unit deployment work center?
- d. Is there a continuous training program to familiarize unit personnel with the IDP and with specific responsibilities during deployment?
- e. Is a current pyramid unit recall notification plan in effect and can unit personnel be recalled in the event of telephone or communications failure?
- f. Are unit deployments rosters complete and current?

g. Is each deployment position assigned to the unit filled by a qualified primary and if available, alternate individual?

h. Are individuals notified (recommend in writing) when assigned to deployment?

i. If cargo couriers are required, is the unit deployment roster annotated?

j. Have designated official classified couriers been identified?

k. Have procedures been established to ensure individuals identified or subject to deployment are briefed on responsibilities in support of unit deployment to include:

(1) Personal clothing and equipment.

(2) Professional equipment and supplies.

(3) Accuracy of documents and records necessary for deployments.

(4) Individuals subject to deploy are responsible for ensuring their personal affairs are in order at all times and informing dependents there is a strong probability of very short notice deployments.

(5) Available Family Support Center and Family Services programs.

(6) Advising dependents to contact the local American Red Cross representative if any emergency arises which necessitates return of the individual.

(7) Member's responsibility to contact medical personnel when a physical condition is detected that might limit capability to perform deployment duties so that an AF Form 422, **Physical Profile Serial Report**, may be prepared. Emergency -Essential (EE) federal civilians should inform their supervisor if they have a permanent or long-term medical problem that would prevent them from deploying. The supervisor would work with the civilian personnel flight to either designate an alternate E-E employee or reassign the E-E employee so the vacant E-E position can be filled.

(8) Member's responsibility to maintain weight and fitness standards while deployed.

(9) Availability of free legal assistance including preparation of wills, powers of attorney (including those not effective until actual deployment), other necessary documents and legal advice on any deployment related matters.

l. Have procedures been implemented to ensure compliance with the following requirements:

(1) Deployment training is documented in the unit training records.

(2) All immunizations for individuals subject to deployment are current at all times.

(3) Individual's DD Form 2AF, Armed Forces Identification Card or AF Form 354, Civilian ID card, is current at all times.

(4) Individual possesses two current identification tags and chain.

(5) Individual is aware of responsibility to maintain a current DD Form 93.

(6) Individuals are counseled regarding accounting and finance affairs (e.g., pay allotments, Sure Pay, DD Form 1337, **Authorization/Designation for Emergency Pay and Allowances**, etc.).

(7) Medical and religious personnel have a DD Form 1934 and civilian employees other than medical and religious, have a DD Form 489.

m. Have individuals who are appointed to manage a given set of cargo increments, received hazardous cargo training to

include maintaining accurate packing and load lists, and preparing DD Forms 1387-2 for classified hazardous cargo and the Commercial Shipper's Declaration for Dangerous Goods Form for all other hazardous cargo?

n. Are personnel ready at the unit assembly area for movement to the deployment processing line at the time established on the DSOE?

o. Are equipment and supplies properly prepared (using applicable checklists and instructions) and delivered to the CDF in-check area according to the DSOE?

p. Does the unit conduct a personnel eligibility verification, clothing, and equipment check for each person scheduled for a deployment before the individual reports to the DPU?

q. Are procedures established for a periodic inspection to verify individual's eligibility for deployment (recommend a quarterly inspection at minimum)?

r. Has the unit established procedures, checklists, and charts to ensure control of deployment personnel, equipment, and supplies?

s. Are authorized deployment equipment and supplies maintained in a constant state of readiness?

t. Have individuals been counseled on dependent care responsibilities?

UTC MANAGEMENT

1. Development of a UTC

1.1 Upon notification by the functional area manager of action being contemplated on a UTC, the MEFPK OPR decides if a meeting of a working group composed of all necessary and interested parties is required. The working group meets as many times as required to expedite the development of the UTC and to improve the coordination process. This group is normally composed of the MAJCOM UTC functional area manager and representatives from Manpower, Logistics Plans, and the MAJCOM MEFPK OPR. During the development process, the working group ensures other agencies having an interest in the UTC such as Air Reserve Component (ARC) Headquarters and the pilot unit, are informed.

1.2. The functional area manager informs Manpower of which units are to be tasked, and how many times per location, so a check can be made against the Program Element Code (PEC) and the Unit Authorization File (UAF) for supportability. The MAJCOM functional area manager and Manpower generally develop the manpower details. The functional area manager assigns a pilot unit for UTCs containing equipment (if not already assigned), and works with the assigned pilot unit to be sure they are aware of their duties

NOTE: pilot unit responsibilities are identified in Section I, para 1.3.3). This is done as soon as possible to allow the pilot unit to develop the LOGDET and validate the information within 60 days of AFWMPRT registering the UTC in the MEFPK.

1.3. The Air Staff reviews a request for a new/changed UTC, and if approved, assigns a MEFPK responsible command and forwards the request to AFWMPRT for registration. If the request is not approved, it is sent back to the MAJCOM MEFPK OPR. If approved, AFWMPRT registers/builds a shell.

When the UTC is registered as an "A" record, AFWMPRT notifies the MEFPK command via the Quarterly Manpower Force Packaging System (MANFOR) update, which is in the form of a COMPES tape. Equipment-only UTCs are included in the MANFOR update. After the update, AFWMPRT sends a message to the MAJCOM MEFPK OPR to notify them of approved UTCs. This action starts the 90-day requirement to complete the LOGDET/MANFOR detail and return the full UTC package to Air Staff/XOXW.

1.4. The MAJCOM notifies the pilot unit of their exact suspense.

NOTE: Close cooperation between the functional area manager, the pilot unit and Manpower/Logistics Plans is imperative throughout this development phase. The pilot unit completes the development and validation of the LOGDET and MANFOR (if tasked), and forwards the package to the MAJCOM for functional area manager review. The functional area manager approves the UTC and ensures the LOGDET is accurate and consistent with appropriate AS. Manpower/ Logistics Plans review MANFOR and/or LOGDET. The manpower office (in coordination with the functional area manager) generally develops the manpower requirements for a UTC, and updates them in the MANFOR, based on coordinated input from the pilot unit. The LOGDET is reviewed for accuracy and completeness. The MISCAP is reviewed and updated as necessary.

1.5. The MISCAP is updated by the manpower office, and the completed MANFOR is updated and sent to AFWMPRT via COMPES. The LOGDET is forwarded to HQ USAF/LGXX (LRC) by Logistics Plans (also via COMPES). AFWMPRT then loads the completed UTC MISCAP, identification data, and manpower detail into a MEFPK shell while HQ USAF/LGXX loads LOGDET into MEFPK Shell. Users outside the Air Force do not need LOGDET information in complete detail. Therefore, the LOGDET is subject to a process known as Type Unit Data Report (TYPREP), in which the data is summarized to create a file called the Type Unit Data File (TUCHA). HQ USAF/LGXX (LRC) adds the summarized LOGDET data (if any) to the MEFPK shell, and "rolls up" the MEFPK to submit to the Data Systems Support Organization (DSSO). AFWMPRT has a 60-day turnaround from this point to build the shell.

1.6. HQ USAF/XOXW publishes current summarized UTC information in the WMP. Since the WMP is a snapshot in time, the most current information is available in the quarterly MEFPK updates.

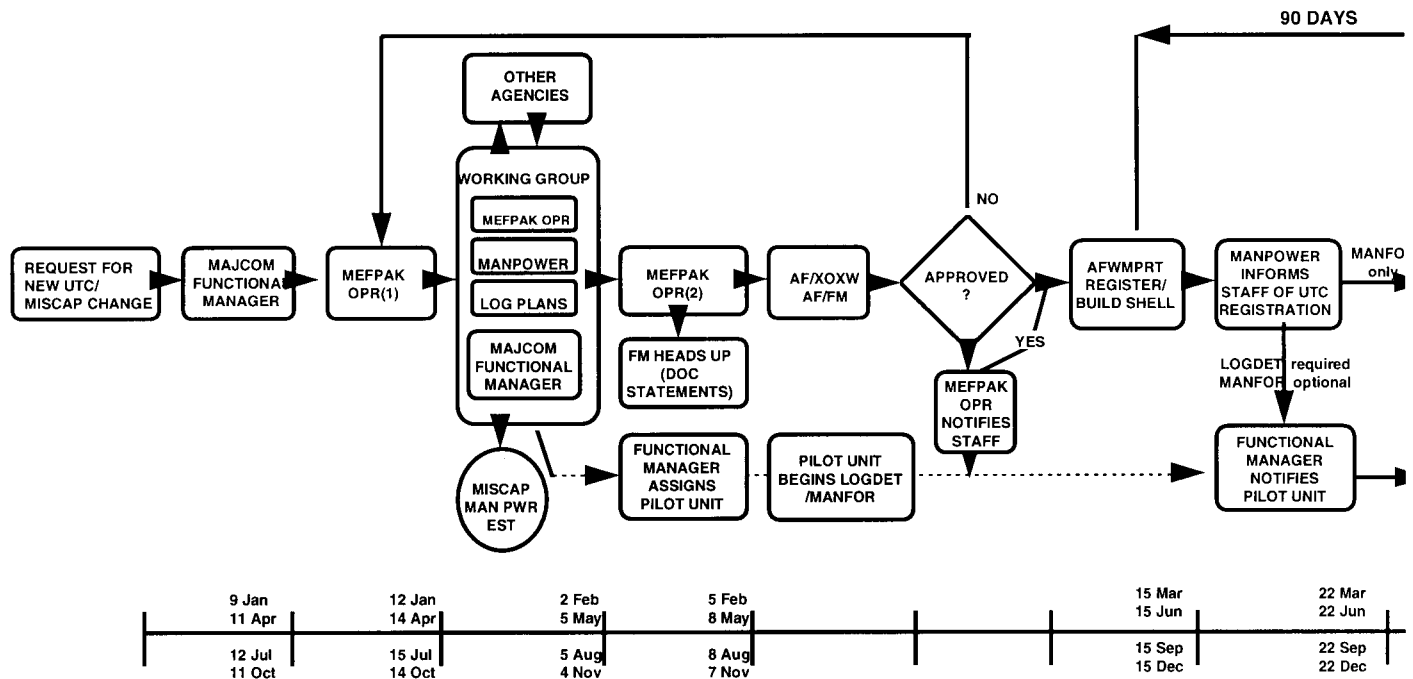
NOTE: Manpower reviews the quarterly update to ensure the UTC update has taken place, and the UTC is ready for use. They then notify appropriate functional area managers and working group members that it is ready. Meanwhile, HQ USAF/LGXX (LRC) forwards LOGDET data (known as the HD files) to the Standard Systems Center. They send the updated LOGDET information to the field in the form of a block release to COMPES.

1.7. About the same time that HQ USAF/XOXW publishes the WMP, and the Standard Systems Center releases the UTC in COMPES, the DSSO processes the data submitted by the LRC, and conducts system edits on the data submitted in the MEFPK shell. The DSSO then notifies the Joint Staff (J3) that the data submitted has been processed and passed systems edits. Then, J3 gives DSSO the authority to release the TUCHA to all agencies supported by J3. When J3 is notified that the data submitted by the LRC has been processed and passed the system edits, they review the data. It is subsequently available through the Joint Operation Planning System (JOPS) via the World Wide Military Command and Control System (WWMCCS).

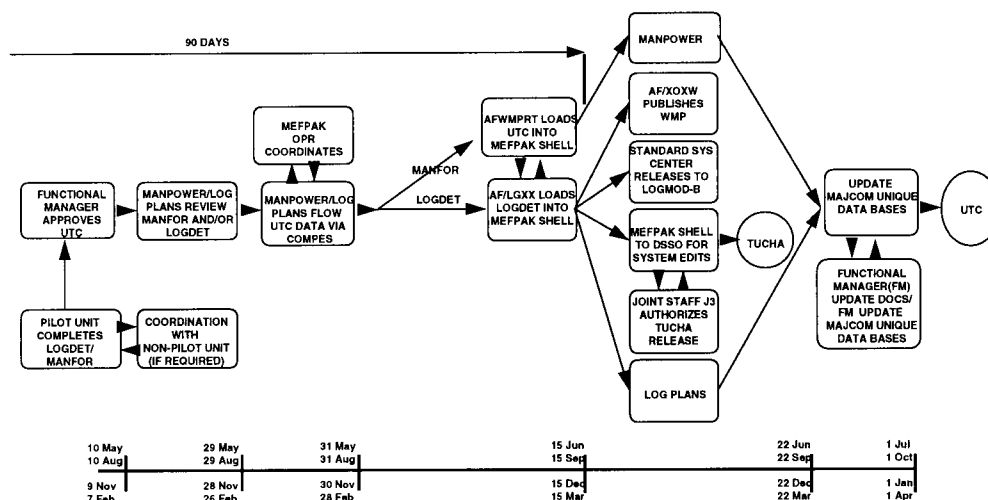
1.8. Logistics Plans reviews the quarterly update to ensure accuracy of the finished UTC. When the UTC is released, the MEFPAK OPR ensures functional area managers and appropriate working group members are aware the new UTC is available for use. Functional area managers then begin action to update appropriate DOC statements.

1.9. The following flow charts show the entire process:

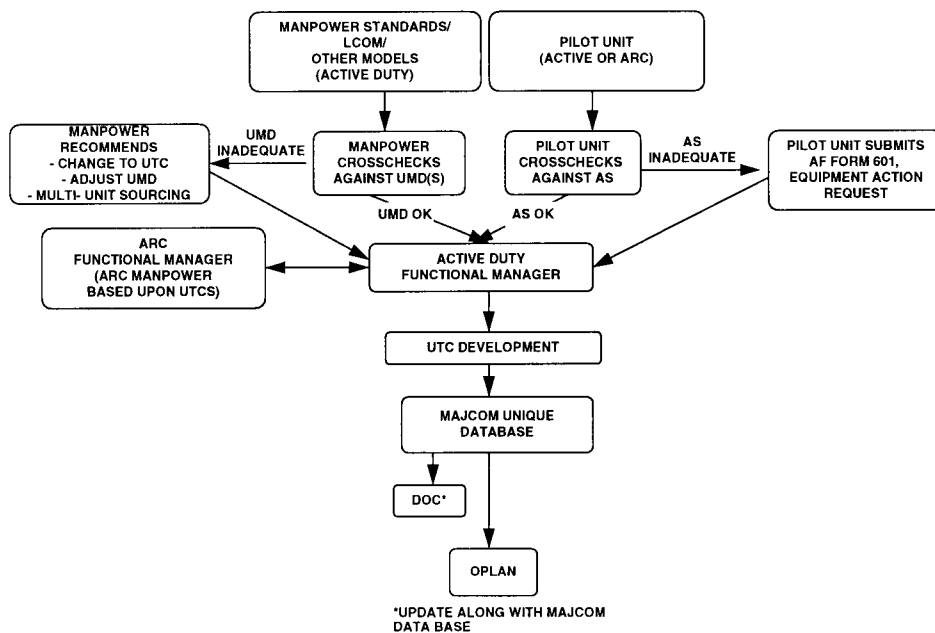
Figure 3A. UTC Development Flow Chart



UTC MANAGEMENT NEW/MISCAP CHANGE



CAPABILITY DEVELOPMENT/ TASKING PROCESS



1.10. UTC Development Illustration:

1.10.1. An NCO in a Security Police Squadron at Little Rock AFB has an idea that a particular vehicle would significantly improve the SP flights ability to provide perimeter surveillance. They already own two of these vehicles but they are not included as mobility equipment because there is no UTC with this vehicle included in its equipment list.

1.10.2. He clears the idea with his commander and they call the MAJCOM functional area manager for security police UTCs (QFEB*). It is decided that a new UTC for the vehicle is what is needed.

1.10.3. The MEFPK OPR calls a meeting of the working group to ensure all the required paperwork and coordination is complete in a "one stop" format. He also has the synergistic effect of multiple minds to make sure the best product is then forwarded to Air Staff for registration approval of the concept.

1.10.4. Once this is complete the assigned pilot unit begins work on the logistics detail of the UTC and Manpower firms up the manpower detail. Once the UTC is input into the computer by Air Staff and given a identification number, personnel at the MAJCOM have until the next quarterly update (90 days) to complete the MISCAP manpower and equipment requirements, test the new UTC and flow the data back to Air Staff for the next quarterly update. Timelines keep the process on track.

1.10.5. When the final update is made, the new UTC is released to the various agencies for use. The MAJCOM functional area managers then update their DOC statements and OPLANs. This is done at the next TPFDD maintenance cycle or OPLAN rewrite, which may be 18 months or longer.

2. What is COMPES?

2.1. Before understanding COMPES, a little bit of knowledge about the system being supported is required. COMPES is the Air Force's ADP system used for deliberate and execution war planning.

2.2. COMPES is made up of five modules. Each module should interact with the other and be able to send data to many levels of command.

2.2.1. The Operations Module, or OPSMOD is the "heart" of COMPES. This module was designed to pass information from the AF system to JOPES. Over the years there have been problems with OPSMOD and many commands are not using it which makes the planner's life more difficult. OPSMOD is being replaced in the near future by the Operations, Taskings, and Priorities System (OT). OT will allow data to pass into the JOPES software.

2.2.2. The Manpower and Personnel Module-MAJCOM, or MANPER-M is what the personnel planners use to create and maintain the manpower detail (AFSCs) required to support UTC manpower requirements and is where the MISCAPS for each UTC are loaded. Quarterly, the manpower detail for each MAJCOM owned UTC is reported to higher headquarters. The MANPER-M module is capable of sending AFSC detail to base level, higher headquarters, and to the joint community.

2.2.3. MANPER-B is used to monitor required AFSCs, provides accountability of deployed forces, creates TDY orders, and is deployable.

2.2.4. The Logistics Module-MAJCOM, or LOGMOD-M creates, maintains, and reports LOGDET for all MAJCOM owned UTCs. Quarterly, each MAJCOM which maintains standard LOGDET for UTCs is required to report the detail to HQ USAF who in turn reports it to the joint community. The current LOGMOD-M runs on WWMCCS and is being replaced by the modernized LOGMOD.

2.2.5. LOGMOD-B creates, maintains, and reports LOGDET for all of the UTCs requiring LOGDET to support the UTC. The LOGDET is all of the equipment and expendables required to support a UTC MISCAP. It is capable of printing many reports, including Deployment Load and Packing Lists. The current system runs on a Sperry mainframe computer and is not user friendly. LOGMOD-B is being modernized under the Base Level Systems Modernization (BLSM) program.

3. The Cargo Increment Manager's Role in LOGDET Development

3.1. The cargo increment manager has an important role in developing the LOGDET for a UTC.

3.1.1. The first thing is to become an expert in a specific functional area. The logistics planners are charged with inputting the data into LOGMOD-B and they rely on cargo increment monitors to give them accurate information. A cargo increment monitor's job is to do the homework on the equipment and expendables on what functional area needs to do as described in the UTC MISCAP.

3.1.2. Second, to help understand the data, contact the LOGMOD-B manager to determine what the codes on the listings mean. As with most ADP systems, LOGMOD has certain limitations as to how data can be loaded into the system. Therefore, the data must be consistent with all of the system edits from base level up to and including JOPES.

3.1.3. Third, an understanding of how the data given to the logistics planners to input into LOGMOD-B affects everyone who uses this system. As stated earlier, the data is reported up to JOPES and JOPES is used to create the ADP portion of Operations Plans TPFDD. The TPFDD is used by planners at all levels to determine who, what, where, when, and how.

3.1.3.1. The "who" in a TPFDD identifies the unit deploying.

3.1.3.2. The "what" in a TPFDD identifies the Force Type (remember UTC?).

3.1.3.3. The "where" in a TPFDD identifies where a unit/force is going.

3.1.3.4. The "when" in a TPFDD identifies when the unit is available for loading (ALD), ready to load date (RLD), and required delivery date (RDD).

3.1.3.5. The "how" in a TPFDD identifies how a unit will get to its destination.

3.1.3.6. In this day of uncertainty all of our forces, both combat and support should be capable of going anywhere, anytime. One of the biggest mistakes people who develop the LOGDET make is failing to consider that the UTC they develop MUST be developed for worst case scenario, as described in the UTC MISCAP. For most UTCs, that means the UTC is capable of going to a Bare Base.

4. Steps to Developing a Standard UTC LOGDET

4.1. The steps below outline the UTC development process. To understand the entire process, we'll list what happens at MAJCOM as well.

4.2. A need for a UTC is perceived by a functional area manager (normally at MAJCOM). This "need" could be a result of a new weapons system coming on line, or a change in weapons system. The functional area manager submits a formal request through the headquarters MEFFPAK manager. The request to register a new UTC includes: Proposed UTC title, DEPID, ULC, approximate authorized strength (including hours of operation, if not included in the MISCAP), summary level LOGDET (estimate of number of short tons), proposed MISCAP, (for aviation UTCs indicate the number of crew members to be subtracted from total number to get an accurate passenger count), rationale for UTC development, proposed Pilot Unit, name of HQ USAF functional area manager with whom the requirement was coordinated, and POCs for other MAJCOMs.

4.3. The MEFFPAK OPR submits the request to HQ USAF/XOXW and the appropriate HQ USAF/functional area manager. Once the MEFFPAK OPR receives approval and the UTC designator from HQ USAF, the MEFFPAK OPR notifies the UTC functional area manager that the UTC has been approved and gives the functional area manager the UTC designator. The functional area manager is tasked by the MEFFPAK OPR to finalize the MISCAP so it can be loaded into MANPER-M. This process usually takes 1 to 3 months.

4.4. Once the functional area manager receives the tasking from the MEFFPAK OPR they update the MISCAP and provide it to the MANPER-M OPR to load. The functional area manager confirms with MAJCOM LGX who the Pilot Unit for the UTC will be, and also provides the MISCAP to the Pilot Unit. MAJCOM LGX sends a tasker to the Pilot Unit so they can begin developing the LOGDET. The LOGDET is required to be reported to HQ USAF within 60 days of UTC registration.

4.5. The MAJCOM functional area manager works with the MAJCOM personnel office to develop the personnel requirements for the UTC. Normally, this is done without consulting with the designated Pilot Unit because the Pilot Unit's Unit Manning Document (UMD) is used to establish the baseline requirements.

4.6. Usually, before the Pilot Unit Logistics Planners receive the tasking for the new UTC LOGDET, the functional area already knows they will be the pilot unit for the UTC. If the functional area at the Pilot Unit knows they will be tasked, they should start doing the research for the LOGDET because of the short suspense time allowed by AFMAN 10-401. The following steps outline the mechanics of developing a UTC LOGDET.

4.6.1. Step one. Read and understand the MISCAP. If building a UTC without understanding what it is capable of providing, something important will probably be omitted or may include items not required.

4.6.2. Step two. The functional area does the research to determine the equipment and expendables required to support the MISCAP. The functional area determines the following: Prime NSNs, ASCs, identify hazardous materials, dimensional data (to include length, width, height, and weight and CALM data), and authorized (allowed) quantity. When providing dimensional data, the data be as accurate as possible. The best way to obtain accurate data is to actually build the increment on a pallet or however it will be packaged for shipment. The key to developing the LOGDET is--don't focus on a specific destination because the LOGDET is for worst case requirements. The functional area provides the data to the logistics planners to input into LOGMOD-B. The method in used to provide the data is locally determined. Some units have developed work sheets which will look similar to the listings produced by LOGMOD-B. However, the functional area provides to the LOGMOD-B manager which items will be shipped together as an "Increment". An increment is a single item such as an NF-2 or a pallet of cargo. If there are many small items to ship, they should be grouped together whenever possible to save on pallet requirements.

4.6.3. Step three. Once the functional area provides the data to the logistics planners to load, the LOGMOD-B manager will load the data into LOGMOD-B LOGFOR. This process takes a different amount of time depending on the size of the UTC.

4.6.4. Step four. Once the LOGMOD-B manager inputs all of the data, they should provide the functional area with listings for them to double check. The functional area should take into consideration the order the increments will deploy. Now, the deployment echelons and numbering come into the picture. A deployment echelon is defined as a capability within a UTC which aids in planning the out-movement of each UTC. In COMPES, a deployment echelon consists of a two digit alphanumeric character.

4.6.5. Step five. Coordinate the UTC LOGDET with other units who use the UTC. These units are known as non-pilot units. Non-Pilot Units should always have their say about the UTCs. The key to non-pilot coordination is to ensure all of the equipment required to support the UTC is loaded. Usually, it's the non-pilot units who catch the missing requirements. Don't be concerned about at this point, because they can pack it and deploy it in the order they need to by making their changes in the LOGMOD-B LOGPLAN. NOTE: Within LOGMOD-B there are two major subsystems: LOGFOR which is used to develop and maintain the standard UTCs and LOGPLAN which is used to maintain the unit unique version of the UTC data. LOGPLAN is the portion of LOGMOD-B in which units input substitute NSNs, modify dimensional data, tailor quantities based on deployment location, etc. The easiest way to do the coordination is by having the LOGMOD-B manager send a report from LOGMOD-B called a "base to base transfer". Once the LOGMOD-B manager sends a base to base transfer report to the non-pilot units, the LOGMOD-B manager at the non-pilot units bases can upload the data and print it for the non-pilot functional area to review.

4.6.6. Step six. Once the non-pilot units review and recommend changes, the LOGMOD-B manager updates the LOGDET and then creates a "base to MAJCOM" report. The LOGDET is then sent to the MAJCOM LGX.

4.6.7. Step seven. MAJCOM LGX processes the report into the LOGMOD-M system. MAJCOM LGX provides the LOGDET to the UTC functional area manager for review. Once they get the approval from the functional area manager, LGX then sends the LOGDET to HQ USAF/LGXX during the next quarterly report. Reports are sent to HQ USAF/LGXX NLT 1 March, 1 June, 1 September, and 1 December. After HQ USAF processes the reports from all of the MAJCOMs, they send the data to the JCS NLT the 20th of each reporting month.

4.6.8. Step eight. Cargo increment monitors constantly review AS for changes and make updates to the LOGDET as re-

quired by those changes. The AS are supply documents which reflect allowances for equipment items. To determine which AS applies to a particular area, go to the EMS part of Base Supply and ask to see the Master Equipment Management Index (MEMI) which is AS 001. MEMI or AS 001 will help determine which AS applies to a particular weapons system or functional area.

4.6.9. Coordinate changes/updates with non-pilot units and the functional area manager. LOGMOD-B manager sends report to MAJCOM LGX, who provides the revised LOGDET to the functional area managers to review the changes.

4.7. The basic steps outlined above give an idea of the process for developing UTCs. Until actually developing a UTC, much of this information seems like a foreign language. Work closely with the local LOGMOD-B manager.

5. Commonly Asked Questions

5.1. How are increments constructed? There are several different types of cargo increments. The most common is the Pallet. A loaded pallet which is the "increment level" can consist of many things, or "items" and an item can be "stand-alone" like an oil cart, or can be a "container", like a bin. Containers (with few exceptions) are required to list the contents, or "suffix items". Another type of increment is a piece of rolling stock. Those are just two examples, but they are the most common.

5.1.1. How do I know which column in an Allowance Standard applies to my unit? The PREFACE of the AS (very important) tells you which column applies to your unit or whether the column is for deployment, or strictly base use only.

5.1.2. Must I use COMPES or may I use the spread sheet I developed? You must use COMPES, because it is the AF approved ADP system for providing data to JOPES. If you are using your own homemade system, the data you have won't get to the people at higher headquarters who need it to determine the type and amount of airlift needed to move your UTCs.

5.1.3. Do I have to load every little piece of MRSP in LOGMOD? No, in most cases, the Increment level data is required (Bulk MRSP Pallet), but you don't have to load every nut and bolt that is in the kit. Your LOGMOD-B manager should load the MRSP as container code "A", if they don't list the contents. The supply system uses the R-34 or R-43 as the packing list for MRSP. The only time you have to list what's in a MRSP kit is if it's hazardous. In that case, the LOGMOD-B manager would load the MRSP as container code "C". The hazards affect the data which is input into LOGMOD and JOPES; therefore, all hazardous material must be identified in LOGMOD-B.

5.1.4. Do I have to load every hand tool in LOGMOD? No, the LOGMOD-B manager should load the tool boxes as container code "A", a "stand-alone" item. The only time they are required to list the suffix items is if equipment items are inside the tool box.

5.1.5. Can I add things to the UTC LOGDET? It depends. IF the pilot unit did their job correctly, you shouldn't have to add any equipment items. If they missed something in the AS and you catch it, you should notify them by message with an info copy to the UTC functional area manager, to add the equipment to the UTC. If the equipment is required but not on the AS, you should complete the AF Form 601 and ask the Logistics Planners to coordinate. Then, you will take it to the EMS section of your base supply and they will forward it to MAJCOM LGS. MAJCOM LGS will contact the functional area manager to validate the requirement. After the requirement is validated, the AS is updated. Then you may load the equipment. One thing to remember, the functional area manager has the final say as to the contents of the LOGDET. Ensure a strong justification is used on the AF Form 601 to support why the equipment is required to support the MISCAP for the UTC. If you want to add an expendable item to the LOGDET, you should coordinate with the pilot unit and functional area manager but you could load it in LOGPLAN as an "added requirement".

5.1.6. Can I delete things from the LOGDET? It depends. Earlier we briefly mentioned how non-pilot units could use LOGPLAN to rearrange deployment order for increments if there is a need. Well, LOGPLAN is also used if a deploying unit needs to make changes to a standard UTC because of the requirements at their destination (remember, the LOGDET should have been built for a worst case scenario). Changes such as tailoring quantities of equipment or expendables, substitute NSNs, and adjusting dimensional data are acceptable changes in LOGPLAN but the movement requirements of the UTC in LOGPLAN CANNOT exceed the standard UTC movement requirements. For example, if the standard UTC is 50 short tons, the UTC in the LOGPLAN UTC cannot exceed 50 short tons. The only exceptions to exceeding the standard

UTC weight is if the unit loads bulk shipped weapons, ammunition, and mobility bags as an “added requirement”. If you know you’re going to a hot location and your UTC LOGDET calls for heaters, you may be able to tailor out the heaters. If that’s the case, you should tell your LOGMOD manager to use tailor key “DB” in LOGPLAN. The DB means “deleted by base”. There are other tailor keys which may be needed as well. The “HS” tailor key means that particular asset is “host provided”. That means the deployment destination has the equipment available for you to use. The key in tailoring out assets is ensure they’re either available for your use at the destination or you don’t need them in the first place.

5.1.7. My unit has “Cadillac Bins”, can I load them in the standard UTC LOGDET? NO! The standard UTCs are built using the 463L pallet as the base line for palletized cargo. The number of WRM pallets required is based on the standard UTCs. Not all units have Cadillac bins so they’re not standard. Also consider your airlift--Cadillac bins don’t fit on all support airlift we use. You may load your Cadillac Bins in LOGPLAN, not in LOGFOR.

5.1.8. Can I load weapons and ammo in the standard UTC? It depends. If the MISCAP calls for weapons and ammo to support the UTC, then they will be added to the standard UTC. UTCs supporting Prime Beef, Security Police, and Prime Ribs are examples of UTCs whose MISCAP states weapons and ammo are required to do the job. Another issue with weapons and ammo is, if they’re loaded in the standard UTC, the Transportation planners are accounting for the weight and cube twice. Transportation planners at USTRANSCOM have a formula they use to estimate the weight and cube of weapons, ammunition, and mobility bags which is based on the number of personnel tasked in each UTC. Since they are already accounting for the weight and cube, don’t add those assets because it inflates the figures of how many support aircraft we need during a war to move your weapons and ammo. If your unit is tasked to deploy weapons and ammo and you elect to bulk ship them, you may load the pallets of weapons and ammo into LOGPLAN as an “added requirement”. Because of the pilferable nature of weapons and ammo, those assets are loaded as “sensitive materiel” in LOGMOD-B at the item level. The suffix level should list the actual NSN and nomenclature. Here’s an example:

B1 0001 L Pallet, Loaded

B1 0001 01 Empty Pallet

B1 0001 02 Top Net

B1 0001 03 Side Net

B1 0001 04 Sensitive Materiel

B1 0001 04 001 M-16

B1 0001 04 002 .9 mm handgun

5.1.9. My unit needs to deploy increments in a different order than the way the pilot unit numbered the increments. May I renumber the increments? You may, but you don’t have to. In LOGPLAN there is a field called MSOE (soon to be DSOE) movement priority. The field was put there to enable units to rearrange the order without having to change/renumber increments and more importantly, you wouldn’t have to re-stencil all of your equipment. Another advantage to using this field is that you can use the automated comparison products available in LOGMOD to compare what you have in LOGPLAN to the standard UTC in LOGFOR. If you renumber your increments, the automated comparison doesn’t work.

5.1.10. What happens if I must make changes to my load and packing lists once the deployment starts? The first option is to make handwritten changes on your load and packing lists. This may include anything from correcting dimensional data as you build the increment to lining off assets you don’t need to take. There is new software available at the unit level which lets the old LOGMOD-B system feed you what “canned” data is in the system and you are able to make updates to your increments and reprint your load and packing lists. The name of the software is Deployment Management System, or DeMS. It works with the old LOGMOD-B and the modernized LOGMOD-B (a different version of software). You are

now able to make updates to manpower requirements, input tasked SSNs, etc. Then you can give the data to the Personnel Processing Function and they are able to produce your orders.

5.1.11. We have increments in different UTCs with the same increment numbers. How do we tell them apart? That's pretty common to have several different UTCs with the same increment numbers. In LOGPLAN there's a field called ULN which stands for Unit Line Number. The ULN uniquely identifies a unit within an OPLAN. When you combine the ULN and the increment number, you have a unique number to identify your equipment. So, you really don't have the same number after all.

5.1.12. We have several pieces of equipment with the same NSN but the dimensional data is different. What dimensional data do we load into LOGMOD-B? That's also very common. If you have that situation, you should load the most stringent dimensions into LOGMOD-B. It's better to plan for a larger piece of equipment and not require it than to plan for the smaller one and it ends up being larger. Additionally, all of your dimensional data should be standardized for like NSNs. If you only have one of a certain type equipment, then you would input the actual data. Remember, LOGPLAN data is PLANNED data. Actual data is either changed manually on-load and packing lists at execution or updated using DeMS.

CARGO CATEGORY CODES

Cargo Category Codes are denoted on LOGDET listings under the heading called CCC. The cargo category codes are computed by the pilot unit and are based on several different parameters. The information listed below breaks down the composition of the CCC by the first, second and third position in the CCC. The CCC is used by USTRANSCOM when they compute the amount and type of airlift required to move a UTC.

Use and construction of Cargo Category Codes are specified by JCS Publication 6, Volume V, Part 4, MEFFPAK.

a. First position of the Cargo Category Card:

CODE MEANING

A - Vehicles (wheeled and tracked, self-propelled or non-self-propelled) that are neither security nor hazardous cargo (see codes K and L below for security and hazardous vehicles) and are not suitable for road marching on overland deployment legs. See code R for roadable vehicles.

B - Uncrated NSDA (if self-deployable aircraft will not be deployed under their own power, they are identified as NSDA and their force movement characteristics reported).

C - Floating craft.

D - Hazardous non-vehicular cargo. (see E below).

E - Security non-security vehicular cargo or non-vehicular cargo which is both security and hazardous.

F - Cargo requiring refrigeration by the mover.

G - Bulk POL (not packaged).

H - Bulk granular cargo; i.e., crushed rock and sand.

J - Other non-vehicular cargo, including packaged POL, crated aircraft, TAT yellow, etc.

K - Vehicles designated as hazardous but not security cargo.

M - Ammunition

N - Nuclear weapons.

P - Chemical munitions.

R - Wheeled vehicles (self-propelled or non-self-propelled) neither security nor hazardous cargo, suitable for road marching on overland deployment legs and capable of convoy speeds up to 40 MPH.

b. Second position of the Cargo Category Code.

CODE MEANING

0 - Non-air-transportable cargo: (a) exceeds any of the dimensions 1453" X 216" X 156" or (b) has a height between 114" and 156" and a width exceeding 144". See note 1.

1 - Outsized cargo: Exceeds 1090" X 117" X 105" and is qualified by MILSTAMP aircraft air dimension code (too large for C-130/C-141).

2 - Oversized cargo: Exceeds usable dimensions of a 463L pallet (104" X 84" X 96") or height is established by the cargo envelop of the particular model of aircraft.

3 - Bulk cargo: Dimensions less than that of oversize cargo.

8 - Organic cargo: Non-TCC cargo; is either prepositioned or will be transported via organic resources and does not require TCC support.

c. Third position of the Cargo Category Code:

CODE MEANING

A - This cargo is normally carried on a vehicle which is organic to the unit (not applicable to non-unit-related cargo).

B - This cargo can be containerized, meets the dimensional criteria for a 20-foot container (225" X 84" X 82"), and does not exceed a weight of 20 short tons. See note 2.

C - This cargo can be containerized, does not meet the dimensional criteria for a 20-foot container but does meet the dimensional criteria for a 40-foot container (468" X 84" X 86"), and does not exceed a weight of 30 short tons. See note 3.

D - This cargo cannot or will not be containerized.

Note 1. All dimensions are expressed in length X width X height. Width and height pertain to aircraft door limitations.

Note 2. Dimensions represent container door opening. Interior dimensions of a 20-foot container are 231" X 92" X 87". These containers are used for sealift.

Note 3. Dimensions represent container door opening. Interior dimensions of a 40-foot container are 472.5" X 92" X 92". These containers are used for sealift.

DEPLOYMENT INDICATOR CODES (DEPID)

DEPID	NAME
1	STANDARD (IN-BEING) (PERSONNEL& EQUIPMENT)
2	FIXED PROVISIONAL (NOTIONAL) (PERSONNEL & EQUIPMENT
3	AUGMENTATION (PERSONNEL & EQUIPMENT)
4	PROGRAMMED (UNIT NOT ACTIVATED YET)
5	(RESERVED)
6	VARIABLE (DEPLOYABLE. VARIABLE COMPOSITION)
9	PERMANENT BASE (NON-DEPLOYABLE ORGANIZATION)
E	AUGMENTATION (EQUIPMENT ONLY)
P	AUGMENTATION (PERSONNEL ONLY)

THE DEPID DEFINES THE DEPLOYABILITY OF A UTC PACKAGE.

SEE AFMAN 10-401 FOR MORE DETAIL. THESE CODES ARE ASSIGNED AT UTC REGISTRATION AND THE PILOT UNITS MUST USED THE ASSIGNED CODES OR DATA WILL REJECT WHEN IT IS SENT TO THE MAJCOM LGX.

DEPLOYMENT ECHELON CODES

The pilot unit ensures the correct deployment echelon codes are used within the UTCs to aid in the out-movement planning of each UTC. A deployment echelon is defined as a capability within a UTC which should be deployed as a separate entity and are identified in COMPES as a two-position alpha-numeric character. The first character is an alpha character and the second character may be 1-9. Deployment Echelon codes are defined in JCS Pub 6 and may be further defined by MAJCOMs.

-A1-9. Tactical Airlift Control Element (TALCE). A functional airlift organization (provisional) established to provide support to air elements at an air facility. Normally, it includes an operations function such as movement control and communications, a support function which relates to the air facility itself, and a liaison with appropriate airborne or other air units.

-B1-9. Base Support Element (first). A deployment echelon normally composed of personnel and materiel over and above the flight and tactical support element. The BSE will include all personnel and materiel required to support the most demanding operation plan, operation order, or tasking order under which a unit is tasked. This deployment echelon is normally used in 4F, JF, LW, PF, QF, RA, UFT, XFB, XFF, and XW series UTCs.

-C1-9. Base Support Element (second). A deployment echelon normally composed of personnel and materiel over and above the aircrew and tactical support element. The BSE will include all personnel and materiel required to support the most demanding operation plan, operation order, or tasking order under which a unit is tasked. This deployment echelon is normally used in 6K series UTCs.

-D1-9. Base Support Element (third). A deployment echelon normally composed of personnel and materiel over and above the flight and tactical support element. The BSE will include all personnel and materiel required to support the most demanding operation plan, operation order, or tasking order under which a unit is tasked.

-E1-9. En Route Support Team. A functional package of personnel and materiel, consisting of selected personnel skills, equipment, and supplies necessary to service and perform limited specialized maintenance on aircraft at an en route base so the aircraft can proceed to their destination base with a minimum of delay. This deployment echelon is used in aviation UTCs and has three parts, the E1, E2, which should mirror each other functionally and the E3 which consists of the en route engine change kit. Additionally, this deployment echelon, when combined with the Initial Support Element, will provide support for the first 7 days at the sustained sortie rates listed in Volume 5 of the USAF War and Mobilization Plan (WMP-5).

-F1-9. Preflight Team. Provides preflight capability for tactical aircraft. Not currently used in any USAF registered UTCs.

-G1-9. Aerial Port Element. Provides or enhances air cargo handling and pax services capabilities at a deployed location.

-H1-9. AFFOR or Wing Headquarters. The HSE is used in planning for deployment of the AFFOR and/or wing headquarters elements. The HSE consists of people and materiel designed to establish command elements and a command structure for deploying forces. This deployment echelon is normally used in 7F, and 9A series UTCs.

-I. Not Used.

-J1-9. Aircrew Members. This deployment echelon identifies aircrew members on MANPER-B products and is not normally used in LOGMOD-B.

-K1-9. Mission Support Element. Indicates direct mission support capabilities for AMC aircraft which do not CHOP to the supported CINC. Also used by Special Operations, COMPASS CALL, and aeromedical evacuation aircraft (C-9).

-L1-9. Medical Support Element. A deployment echelon used to identify medical assets within an F series UTC.

-M1-9. Munitions Support Element. Selected personnel and materiel that provide munitions support at the employment base. This deployment echelon is normally used in HG and HHG series UTCs.

-N1-9. Nuclear Augmentation. Reserved for UTCs which provide or enhance a employment nuclear weapons maintenance capability. Not currently used in any USAF registered UTC.

-O. Not Used.

-P1-9. Personnel. This deployment element is used to identify personnel tasked in RF series UTCs.

-Q. Not Used.

-R1-9. Aerospace Rescue and Recovery Service. This deployment echelon is used to identify personnel and materiel associated with the rescue UTCs. This deployment echelon is used in 9AR, 3TR, and HRR UTCs. (Note: Pilot units may elect to use E1, E2, E3, S1, and T1 in the 3TR series UTCs.)

-S1-9. Initial Support Element. This deployment echelon is used within aviation (3-series) UTCs. An ISE includes personnel and equipment which normally precedes the deploying aircraft to provide initial support at the employment location. It is the basic building block for all aviation deployment packages. The ISE will provide (when combined with en route

support teams) support for the first 7 days at the sustained sortie rates listed in Volume 5 of the USAF War and Mobilization Plan (WMP-5).

-T1-9. Tactical Support Element. A TSE includes personnel and materiel which, when combined with ISE and ESTs, will provide a unit with the operational capabilities prescribed by the UTC MISCAPs. Example: The T1 echelon will give the unit a 8-15 day capability and the T2 echelon will give the unit a 16-30 day capability. This deployment echelon is normally used in 3 series UTCs.

-U. Not used.

-V1-9. Aerospace Audio Visual Service. Used in UTCs which provide audiovisual support such as Combat Camera.

-W1-9. Air Weather Service. This deployment echelon is used to identify personnel and materiel for weather UTCs. This deployment echelon is used in XW series UTCs.

-X1-9. Combat Support Group. Used for UTCs which provide combat support group capabilities such as ground transportation, chaplain, and disaster preparedness.

-Y1-9. Combat Support Group. Used for UTCs which provide combat support group capabilities such as intelligence activities.

-Z1-9. Other. This deployment echelon denotes people and/or equipment not easily fitting into other deployment echelons. When units elect to load weapons, ammunition, and mobility bags into LOGPLAN as an "added requirement," this would be an appropriate deployment echelon to use in COMPES.